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The Society of the
Plastics Industry, Inc.

SPI

Salary and Sales Policy Survey

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Plastics Processing Companies

Sponsored by the Financial Management Committee of SPI

About the Financial Management Committee

The Financial Management Committee is comprised of executives from raw materials and plastics processing firms located throughout the United States. Each representative has an extensive background in manufacturing, finance, credit or accounting. The group meets regularly during the year to discuss industry problems and monitor the various survey programs.

At present, the Committee conducts annual and biennial surveys among the Society's plastic processing companies. In addition to this Salary Survey, they sponsor a Financial and Operating Ratios Survey and a Labor Survey.

Besides the survey work, this group also sponsors workshops, conducts seminars and runs conferences for other Operating Units of the Society.

The Committee is responsible for the development of a four-volume, "Financial Management Manual for Plastics Processor." Volume I covers Manufacturing Cost control; Volume II pertains to Cost Estimating & Pricing; Volume III has to do with Planning (Budgeting, Cash Management, Capital Investment, etc.); and Volume IV refers to Materials Management. The Manual is available for sale through the Society.

For more information on how to become an active member of this important Committee, write to the Staff Director, Financial Management Committee, The Society of the Plastics Industry, 355 Lexington Avenue, New York, N.Y. 10017.

SALARY AND SALES POLICY SURVEY NO. 14—1984
PLASTICS PROCESSING COMPANIES

FINANCIAL MANAGEMENT COMMITTEE
THE SOCIETY OF THE PLASTICS INDUSTRY, INC.
355 LEXINGTON AVENUE, NEW YORK, N.Y. 10017

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SALARY TABLE

	ANNUAL SALES VOLUME				
	Up to $2 MM	$2 MM to $5 MM	$5 MM to $10 MM	OVER $10 MM	NATIONAL TOTAL
MANUFACTURING					
1. General Manager	Pg. 5	Pg. 11	Pg. 17	Pg. 23	Pg. 29
2. Plant Manager	5	11	17	23	29
3. Production Manager, Superintendent	5	11	17	23	29
4. General Foreman	5	11	17	23	29
5. Manager/Plant or Industrial Engineer	5	11	17	23	29
6. Traffic Manager and/or Distribution Manager	5	11	17	23	29
7. Manager, Quality Control	6	12	18	24	30
8. Supervisor, Quality Control	6	12	18	24	30
MARKETING					
9. Vice President Sales—Sales Manager	6	12	18	24	30
10. Assistant Sales Manager	6	12	18	24	30
11. Regional/District Sales Manager	6	12	18	24	30
12. Senior Salesman	6	12	18	24	30
13. Salesman 5-10 Years	7	13	19	25	31
14. Salesman 3-5 Years	7	13	19	25	31
15. Salesman 1-3 Years	7	13	19	25	31
16. Sales Trainee	7	13	19	25	31
17. Customer Service Manager	7	13	19	25	31
FINANCE AND ADMINISTRATIVE					
18. Treasurer	7	13	19	25	31
19. Controller or Accounting Manager	8	14	20	26	32
20. Accountant—Cost Supervisor	8	14	20	26	32
21. Accountant—General Supervisor	8	14	20	26	32
22. Credit Manager	8	14	20	26	32
23. Manager—Electronic Data Processing	8	14	20	26	32
ENGINEERING					
24. Research & Development Department Manager	8	14	20	26	32
25. Chief Engineer or Plant Manager	9	15	21	27	33
26. Manufacturing Engineering Manager	9	15	21	27	33
27. Senior Engineer	9	15	21	27	33
28. Product Designer	9	15	21	27	33
29. Mold Designer	9	15	21	27	33
30. Estimator	9	15	21	27	33
PERSONNEL					
31. Personnel Manager	10	16	22	28	34
32. Office Manager	10	16	22	28	34
PURCHASING					
33. Purchasing Agent (Manager of Purchases)	10	16	22	28	34
34. Buyer	10	16	22	28	34

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HIGHLIGHTS OF SURVEY

The Fourteenth Salary Survey of plastics processing companies summarizes information concerning 197 firms operating 249 plants and 27 division offices in 39 states. In addition, the Survey reports on the Sales Policy of reporting organizations. The geographical distribution of plants and divisions is shown below:

REGION	STATE	NO. OF PLANTS
NORTHEAST	Connecticut	4
	Maine	1
	Massachusetts	8
	New Hampshire	1
	New Jersey	12
	New York	9
	Pennsylvania	16
	Rhode Island	2
	Vermont	1
	TOTAL	54
NORTH CENTRAL	Illinois	16
	Indiana	15
	Kansas	4
	Michigan	20
	Minnesota	9
	Missouri	11
	Nebraska	3
	Ohio	28
	South Dakota	1
	Wisconsin	7
	TOTAL	114
SOUTH	Alabama	1
	Florida	6
	Georgia	2
	Kentucky	1
	Maryland	4
	Mississippi	1
	North Carolina	5
	Oklahoma	3
	South Carolina	4
	Tennessee	5
	Texas	11
	Virginia	4
	West Virginia	1
	TOTAL	48
WEST	Arizona	1
	California	21
	Colorado	1
	Nevada	2
	Oregon	4
	Washington	2
	TOTAL	31
OTHER	Division	27
	TOTAL	27
	Canada	1
	Hawaii	1
	TOTAL	2
	TOTAL	276

This survey again reports salaries classified by four sales volumes and by four geographic regions. You should, therefore, be able to compare your salaries with those of companies in the same section of the country and having the same sales volume. In addition salaries for each sales volume are presented separately for divisions and for the country as a whole. Space is provided to record your salaries under the appropriate classification to facilitate comparisons.

The tables reporting sales policy information are identified by the same number as the questions in the questionnaire to facilitate the reading of the report.

Between 1982 and 1984 the changes in salaries were distributed as follows:

Percentage Change	Number of Positions
Less than 5.0	2
5-9.9	8
10-14.9	13
15-19.9	6
20-24.9	4
25 and over	1
	Total 34

The median increase in salary was 12.5 per cent. During the same period the consumer price index increased by 6.6 per cent. The percentage increase for 29 out of the 34 positions exceeded that of the consumer price index Over the 16 - year span 1968-84 the median salary increased by 170.0 per cent for the 20 positions covered throughout the period compared to an 195.2 per cent increase in the consumer price index. The salary increase for none of the 20 positions exceeded that of the consumer price index.

Salaries vary from region to region but not in a uniform manner. On average in 1984, as indicated below, salaries ranked highest in the West followed by North Central, Northeast and South. The West retained first position but North Central has replaced Northeast in second place since 1982. The average rank for the South is now almost equal to that of the Northeast.

In the table below 1 indicates the highest salary and 4 the lowest.

RANK	NORTHEAST	NORTH CENTRAL	SOUTH	WEST
1	9	10	4	18
2	2	12	8	7
3	11	5	11	5
4	12	7	11	4
TOTAL	34	34	34	34
1984 AVERAGE RANK	2.8	2.3	2.9	1.9
1982 AVERAGE RANK	2.5	2.8	2.8	1.8
1980 AVERAGE RANK	2.8	2.2	2.1	2.6
1978 AVERAGE RANK	2.5	2.0	2.7	2.3
1976 AVERAGE RANK	2.1	2.1	3.1	2.6

The survey was prepared under the direction of the SPI Financial Management Committee. Dr. Ernest Kurnow of New York University compiled the statistical information and prepared the report for publication..

The Committee welcomes your comments and would appreciate any suggestions that you might have concerning the coverage in future surveys.

AVERAGE SALARIES★ FOR SELECT JOBS

In 1976, 1978, 1980, 1982 and 1984 Surveys
(In Dollars)

POSITION	PERCENT CHANGE 1984 vs 1982	1984	1982	1980	1978	1976
MANUFACTURING						
1. General Manager	8.8	56,600	52,000	45,000	40,000	36,000
2. Plant Manager	10.3	43,000	39,000	31,900	27,400	25,000
3.Production Manager, Superintendent	13.0	33,000	29,200	25,700	22,000	18,800
4. General Foreman	12.7	26,600	23,600	19,500	17,500	14,500
8. Supervisor Quality Control	22.6	25,500	20,800	20,000	16,000	15,700
MARKETING						
9. Vice President/Sales Manager	13.5	48,000	42,300	36,200	30,000	27,000
10 Assistant Sales Manager	8.4	40,000	36,900	36,000	25,000	23,000
FINANCE						
18. Treasurer	10.6	45,000	40,700	37,000	30,000	25,000
19. Controller or Accounting Manager	5.7	33,400	31,600	28,400	24,700	21,600
22. Credit Manager	20.8	25,600	21,200	21,000	16,200	17,600
ENGINEERING						
24. Research & Development Dept. Mgr.	23.0	45,500	37,000	33,000	27,400	26,600
25. Chief Engineer or Plant Engineer	8.0	37,600	34,800	30,500	25,000	21,900
27. Senior Engineer	13.9	33,600	29,500	27,700	23,700	19,800
28. Product Designer	21.5	30,000	24,700	22,500	18,500	18,400
29. Mold Designer	8.5	32,000	29,500	24,000	21,000	18,900
30. Estimator	10.7	23,800	21,500	19,600	15,000	14,200
PERSONNEL						
31. Personnel Manager	34.9	29,000	21,500	23,400	20,100	18,400
32. Office Manager	12.3	21,000	18,700	18,000	14,600	13,500
PURCHASING						
33. Purchasing Agent	14.8	28,000	24,400	21,800	17,800	17,000
34. Buyer	10.0	22,000	20,000	15,600	14,100	12,900

★ *The average reported is the median salary.*

DISTRIBUTION OF REPORTING PLANTS[a] AND DIVISIONS BY SALES VOLUME

SALES VOLUME (In Dollars)	REGION				DIVISION	TOTAL
	Northeast	North Central	South	West		
Up to $1,000,000	6	3	5	3	-	17
$1,000,000- $2,000,000	7	12	5	5	-	29
$2,000,000- $5,000,000	16	26	13	10	-	65
$5,000,000-$10,000,000	15	26	5	8	5	59
Over - $10,000,000	10	46	19	5	22	102
TOTAL	54	113	47	31	27	272

(a) One plant in Hawaii and one in Canada excluded.
Two firms did not report plant information.

DISTRIBUTION OF REPORTING FIRMS BY NUMBER OF PLANTS

NUMBER OF PLANTS	TOTAL
1	171
2	11
3	8
4	5
5 or more	2
TOTAL FIRMS	197

SALARY SURVEY NO. 14 - 1984 • PLASTICS PROCESSING COMPANIES

ANNUAL SALES VOLUME UP TO $2,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
MANUFACTURING						
1. General Manager						
Number of Plants	7	8	5	3	-	23
Average Number of Persons Responsible For	17	27	28	17	-	24
Lowest Salary	27.3	36.0	25.0	44.0	-	25.0
Highest Salary	125.0	105.0	50.0	75.0	-	125.0
Median Salary 1984	35.0	43.5	40.0	65.0	-	42.0
Median Salary 1982	52.0	37.5	37.2	32.5	-	37.2
Your Average Salary						
2. Plant Manager						
Number of Plants	8	8	6	7	-	29
Average Number of Persons Responsible For	19	20	15	16	-	18
Lowest Salary	23.0	25.0	24.0	30.7	-	23.0
Highest Salary	50.0	65.0	39.5	55.0	-	65.0
Median Salary 1984	32.0	37.0	30.0	39.0	-	33.0
Median Salary 1982	30.5	28.8	25.0	34.3	-	28.8
Your Average Salary						
3. Production Manager Superintendent						
Number of Plants	6	8	3	2	-	19
Average Number of Persons Responsible For	18	8	31	2	-	14
Lowest Salary	17.7	19.0	23.0	35.0	-	17.7
Highest Salary	28.0	34.0	32.6	45.0	-	45.0
Median Salary 1984	23.5	24.4	26.0	40.0		26.7
Median Salary 1982	29.2	24.2	20.4	26.6	-	26.5
Your Average Salary						
4. General Foreman						
Number of Plants	9	7	7	3	-	26
Average Number of Persons Responsible For	7	14	8	13	-	11
Lowest Salary	13.9	15.0	12.0	21.2	-	12.0
Highest Salary	27.0	28.0	22.1	55.0	-	55.0
Median Salary 1984	22.0	19.0	20.0	30.0	-	20.0
Median Salary 1982	24.0	18.9	20.0	22.8	-	19.5
Your Average Salary						
5. Manager/Plant or Industrial Engineer						
Number of Plants	2	-	-	-	-	2
Average Number of Persons Responsible For	2	-	-	-	-	2
Lowest Salary	20.3	-	-	-	-	20.3
Highest Salary	40.0	-	-	-	-	40.0
Median Salary 1984	30.2	-	-	-	-	30.2
Median Salary 1982	33.8	-	16.0	-	-	22.5
Your Average Salary						
6. Traffic Manager and/or Distribution Manager						
Number of Plants	3	1	1	1	-	6
Average Number of Persons Responsible For	5	4	1	15	-	7
Lowest Salary	8.8	20.0	11.0	30.0	-	8.8
Highest Salary	23.0	20.0	11.0	30.0	-	30.0
Median Salary 1984	19.9	20.0	11.0	30.0	-	20.0
Median Salary 1982	20.0	18.7	-	19.6	-	19.6
Your Average Salary						

ANNUAL SALES VOLUME UP TO $2,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
7. Manager, Quality Control						
Number of Plants	4	6	1	1	-	12
Average Number of Persons Responsible For	3	1	3	3	-	2
Lowest Salary	20.8	17.5	19.0	30.0	-	17.5
Highest Salary	30.0	36.3	19.0	30.0	-	36.3
Median Salary 1984	24.5	22.5	19.0	30.0	-	23.0
Median Salary 1982	25.0	17.0	17.0	-	-	21.4
Your Average Salary						
8. Supervisor, Quality Control						
Number of Plants	2	3	2	2	-	9
Average Number of Persons Responsible For	2	2	1	1	-	2
Lowest Salary	17.0	18.0	13.5	18.7	-	13.5
Highest Salary	22.6	25.5	16.0	28.0	-	28.0
Median Salary 1984	19.8	18.0	15.1	23.4	-	18.4
Median Salary 1982	14.0	20.0	13.5	13.1	-	16.4
Your Average Salary						
MARKETING						
9. Vice President Sales/Sales Manager						
Number of Plants	4	4	2	3	-	13
Average Number of Persons Responsible For	1	2	1	2	-	2
Lowest Salary	25.0	32.0	25.4	35.2	-	25.0
Highest Salary	40.0	85.0	40.0	58.0	-	85.0
Median Salary 1984	38.0	45.0	32.7	40.0	-	40.0
Median Salary 1982	30.0	34.2	24.7	26.0	-	30.9
Your Average Salary						
10. Assistant Sales Manager						
Number of Plants	-	1	-	1	-	2
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	-	45.0	-	55.0	-	45.0
Highest Salary	-	45.0	-	55.0	-	55.0
Median Salary 1984	-	45.0	-	55.0	-	40.0
Median Salary 1982	32.0	-	-	-	-	32.0
Your Average Salary						
11. Regional District Sales Manager						
Number of Plants	-	-	1	1	-	2
Average Number of Persons Responsible For	-	-	1	-	-	3
Lowest Salary	-	-	16.6	35.0	-	16.6
Highest Salary	-	-	16.6	35.0	-	35.0
Median Salary 1984	-	-	16.6	35.0	-	25.8
Median Salary 1982	-	-	-	-	-	-
Your Average Salary						
12. Senior Salesman						
Number of Plants	-	-	-	-	-	-
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	-	-	-	-	-	-
Highest Salary	-	-	-	-	-	-
Median Salary 1984	-	-	-	-	-	-
Median Salary 1982	29.5	29.4	36.0	-	-	30.0
Your Average Salary						

SALARY SURVEY NO. 14 - 1984 • PLASTICS PROCESSING COMPANIES

ANNUAL SALES VOLUME UP TO $2,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
13. Salesman 5-10 Years						
Number of Plants	-	1	-	-	-	1
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	-	38.6	-	-	-	38.6
Highest Salary	-	38.6	-	-	-	38.6
Median Salary 1984	-	38.6	-	-	-	38.6
Median Salary 1982	-	22.5	-	-	-	22.5
Your Average Salary						
14. Salesman 3-5 Years						
Number of Plants	1	1	-	1	-	3
Average Number of Persons Responsible For	-	1	-	-	-	-
Lowest Salary	21.0	35.0	-	22.0	-	21.0
Highest Salary	21.0	35.0	-	22.0	-	35.0
Median Salary 1984	21.0	35.0	-	22.0	-	22.0
Median Salary 1982	-	-	20.0	31.5	-	25.8
Your Average Salary						
15. Salesman 1-3 Years						
Number of Plants	-	-	1	1	-	2
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	-	-	15.0	18.0	-	15.0
Highest Salary	-	-	15.0	18.0	-	18.0
Median Salary 1984	-	-	15.0	18.0	-	16.5
Median Salary 1982	17.6	-	-	24.0	-	18.5
Your Average Salary						
16. Sales Trainee						
Number of Plants	-	-	-	1	-	1
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	-	-	-	15.0	-	15.0
Highest Salary	-	-	-	15.0	-	15.0
Median Salary 1984	-	-	-	15.0	-	15.0
Median Salary 1982	-	-	13.1	-	-	13.1
Your Average Salary						
17. Customer Service Manager						
Number of Plants	1	1	2	1	-	5
Average Number of Persons Responsible For	-	1	-	-	-	-
Lowest Salary	25.0	19.0	16.0	16.1	-	16.0
Highest Salary	25.0	19.0	24.0	16.1	-	25.0
Median Salary 1984	25.0	19.0	20.0	16.1	-	21.5
Median Salary 1982	-	19.0	-	16.8	-	18.0
Your Average Salary						
FINANCE AND ADMINISTRATIVE						
18. Treasurer						
Number of Plants	-	1	-	-	-	1
Average Number of Persons Responsible For	-	2	-	-	-	2
Lowest Salary	-	55.0	-	-	-	55.0
Highest Salary	-	55.0	-	-	-	55.0
Median Salary 1984	-	55.0	-	-	-	55.0
Median Salary 1982	-	30.4	18.5	24.0	-	24.0
Your Average Salary						

SALARY SURVEY NO. 14 - 1984 • PLASTICS PROCESSING COMPANIES

ANNUAL SALES VOLUME UP TO $2,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
19. Controller or Accounting Manager						
Number of Plants	3	1	2	2	-	8
Average Number of Persons Responsible For	-	-	1	3	-	1
Lowest Salary	11.7	28.0	18.0	38.0	-	11.7
Highest Salary	34.0	28.0	35.0	45.0	-	45.0
Median Salary 1984	16.9	28.0	26.5	41.5	-	31.0
Median Salary 1982	11.8	24.9	12.5	-	-	14.3
Your Average Salary						
20. Accountant-Cost Supervisor						
Number of Plants	-	-	-	-	-	-
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	-	-	-	-	-	-
Highest Salary	-	-	-	-	-	-
Median Salary 1984	-	-	-	-	-	-
Median Salary 1982	-	-	-	-	-	-
Your Average Salary						
21. Accountant-General Supervisor						
Number of Plants	2	3	1	2	-	8
Average Number of Persons Responsible For	2	1	1	1	-	1
Lowest Salary	20.8	14.0	12.5	19.0	-	12.5
Highest Salary	21.0	15.0	12.5	25.0	-	25.0
Median Salary 1984	20.9	15.0	12.5	22.0	-	18.9
Median Salary 1982	-	19.0	-	17.8	-	18.6
Your Average Salary						
22. Credit Manager						
Number of Plants	-	-	-	-	-	-
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	-	-	-	-	-	-
Highest Salary	-	-	-	-	-	-
Median Salary 1984	-	-	-	-	-	-
Median Salary 1982	-	-	-	13.8	-	13.8
Your Average Salary						
23. Manager-Electronic Data Processing						
Number of Plants	-	1	1	1	-	3
Average Number of Persons Responsible For	-	-	1	1	-	-
Lowest Salary	-	20.0	13.7	42.0	-	13.7
Highest Salary	-	20.0	13.7	42.0	-	42.0
Median Salary 1984	-	20.0	13.7	42.0	-	20.0
Median Salary 1982	-	21.6	-	-	-	21.6
Your Average Salary						
ENGINEERING						
24. Research & Development Dept. Manager						
Number of Plants	-	1	1	1	-	3
Average Number of Persons Responsible For	-	-	1	1	-	1
Lowest Salary	-	30.0	30.0	48.0	-	30.0
Highest Salary	-	30.0	30.0	48.0	-	48.0
Median Salary 1984	-	30.0	30.0	48.0	-	30.0
Median Salary 1982	22.0	31.5	-	-	-	26.8
Your Average Salary						

SALARY SURVEY NO. 14 - 1984 • PLASTICS PROCESSING COMPANIES

ANNUAL SALES VOLUME UP TO $2,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
25. Chief Engineer or Plant Manager						
Number of Plants	1	3	1	1	-	6
Average Number of Persons Responsible For	-	1	2	4	-	2
Lowest Salary	35.0	22.0	40.0	55.0	-	22.0
Highest Salary	35.0	33.0	40.0	55.0	-	55.0
Median Salary 1984	35.0	33.0	40.0	55.0	-	34.0
Median Salary 1982	28.0	30.6	24.5	-	-	29.1
Your Average Salary						
26. Manufacturing Engineering Manager						
Number of Plants	-	2	1	2	-	5
Average Number of Persons Responsible For	-	3	1	1	-	2
Lowest Salary	-	43.0	20.0	35.0	-	20.0
Highest Salary	-	43.6	20.0	46.0	-	46.0
Median Salary 1984	-	43.3	20.0	40.5	-	43.0
Median Salary 1982	23.9	28.8	-		-	28.6
Your Average Salary						
27. Senior Engineer						
Number of Plants	1	2	-	1	-	4
Average Number of Persons Responsible For	3	4	-	-	-	3
Lowest Salary	31.2	21.3	-	32.0	-	21.3
Highest Salary	31.2	26.0	-	32.0	-	32.0
Median Salary 1984	31.2	23.7	-	32.0	-	28.6
Median Salary 1982	-	24.1	-	29.0	-	29.0
Your Average Salary						
28. Product Designer						
Number of Plants	-	2	-	1	-	3
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	-	16.0	-	30.0	-	16.0
Highest Salary	-	30.0	-	30.0	-	30.0
Median Salary 1984	-	23.0	-	30.0	-	30.0
Median Salary 1982	14.8	20.5	-	20.0	-	20.0
Your Average Salary						
29. Mold Designer						
Number of Plants	1	3	1	-	-	5
Average Number of Persons Responsible For	-	1	-	-	-	-
Lowest Salary	32.5	16.0	20.8	-	-	16.0
Highest Salary	32.5	40.0	20.8	-	-	40.0
Median Salary 1984	32.5	22.0	20.8	-	-	20.8
Median Salary 1982	25.1	29.6	-	-	-	26.6
Your Average Salary						
30. Estimator						
Number of Plants	-	2	1	1	-	4
Average Number of Persons Responsible For	-	1	-	-	-	-
Lowest Salary	-	16.0	14.6	17.2	-	14.6
Highest Salary	-	28.0	14.6	17.2	-	28.0
Median Salary 1984	-	22.0	14.6	17.2	-	16.6
Median Salary 1982	-	23.9	16.4	22.8	-	22.8
Your Average Salary						

ANNUAL SALES VOLUME UP TO $2,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
PERSONNEL						
31. Personnel Manager						
Number of Plants	1	-	1	-	-	2
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	13.3	-	15.0	-	-	13.3
Highest Salary	13.3	-	15.0	-	-	15.0
Median Salary 1984	13.3	-	15.0	-	-	14.2
Median Salary 1982	25.0	-	-	13.2	-	19.1
Your Average Salary						
32. Office Manager						
Number of Plants	2	3	2	2	-	9
Average Number of Persons Responsible For	1	1	1	1	-	1
Lowest Salary	14.3	14.0	18.0	20.8	-	14.0
Highest Salary	19.8	15.1	19.0	24.0	-	24.0
Median Salary 1984	17.1	15.0	18.5	22.4	-	18.0
Median Salary 1982	20.0	17.0	14.5	15.0	-	16.6
Your Average Salary						
PURCHASING						
33. Purchasing Agent						
Number of Plants	1	3	-	2	-	6
Average Number of Persons Responsible For	-	1	-	1	-	1
Lowest Salary	20.0	16.0	-	32.0	-	16.0
Highest Salary	20.0	36.5	-	35.0	-	36.5
Median Salary 1984	20.0	23.0	-	33.5	-	27.5
Median Salary 1982	21.5	23.2	20.7	16.0	-	20.8
Your Average Salary						
34. Buyer						
Number of Plants	-	2	-	3	-	5
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	-	18.0	-	19.0	-	18.0
Highest Salary	-	22.0	-	25.0	-	25.0
Median Salary 1984	-	20.0	-	22.0	-	22.0
Median Salary 1982	-	20.0	13.0	-	-	16.5
Your Average Salary						

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ANNUAL SALES VOLUME $2,000,000 — $5,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
MANUFACTURING						
1. General Manager						
Number of Plants	4	10	5	4	-	23
Average Number of Persons Responsible For	60	29	47	42	-	41
Lowest Salary	34.0	32.0	40.7	35.0	-	32.0
Highest Salary	75.0	110.0	68.5	64.0	-	110.0
Median Salary 1984	57.5	47.4	53.0	45.0	-	53.0
Median Salary 1982	43.7	45.5	50.0	70.0	-	50.0
Your Average Salary						
2. Plant Manager						
Number of Plants	11	11	12	7	-	41
Average Number of Persons Responsible For	36	15	33	40	-	30
Lowest Salary	30.2	30.0	25.0	32.0	-	25.0
Highest Salary	56.6	50.0	45.0	54.0	-	56.6
Median Salary 1984	40.0	40.0	37.5	40.0	-	40.0
Median Salary 1982	31.1	35.7	33.4	43.9	-	35.7
Your Average Salary						
3. Production Manager Superintendent						
Number of Plants	9	18	6	4	-	37
Average Number of Persons Responsible For	19	20	20	34	-	22
Lowest Salary	20.0	23.0	27.3	27.0	-	20.0
Highest Salary	39.5	45.0	33.8	46.5	-	46.5
Median Salary 1984	25.0	30.6	33.0	41.0	-	30.0
Median Salary 1982	29.3	28.0	23.6	34.0	-	28.7
Your Average Salary						
4. General Foreman						
Number of Plants	8	16	5	3	-	32
Average Number of Persons Responsible For	11	8	14	17	-	11
Lowest Salary	20.0	13.5	16.0	25.0	-	13.5
Highest Salary	30.2	45.0	27.0	28.7	-	45.0
Median Salary 1984	20.3	21.0	25.0	28.4	-	22.2
Median Salary 1982	22.0	21.7	21.1	27.2	-	22.0
Your Average Salary						
5. Manager/Plant or Industrial Engineer						
Number of Plants	1	-	-	-	-	1
Average Number of Persons Responsible For	4	-	-	-	-	4
Lowest Salary	31.7	-	-	-	-	31.7
Highest Salary	31.7	-	-	-	-	31.7
Median Salary 1984	31.7	-	-	-	-	31.7
Median Salary 1982	25.8	18.0	25.5	27.4	-	25.6
Your Average Salary						
6. Traffic Manager and/or Distribution Manager						
Number of Plants	3	5	1	1	-	10
Average Number of Persons Responsible For	2	3	6	4	-	3
Lowest Salary	15.0	12.4	26.0	30.0	-	12.4
Highest Salary	25.1	26.0	26.0	30.0	-	30.0
Median Salary 1984	20.8	21.5	26.0	30.0	-	23.3
Median Salary 1982	20.4	15.8	21.0	23.0	-	20.5
Your Average Salary						

ANNUAL SALES VOLUME $2,000,000 — $5,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
7. Manager, Quality Control						
Number of Plants	5	7	4	2	-	18
Average Number of Persons Responsible For	2	2	2	4	-	2
Lowest Salary	15.0	22.0	17.8	25.0	-	15.0
Highest Salary	33.5	33.5	41.0	31.4	-	41.0
Median Salary 1984	26.0	23.0	21.1	28.2	-	24.0
Median Salary 1982	25.5	20.6	22.0	27.1	-	23.0
Your Average Salary						
8. Supervisor, Quality Control						
Number of Plants	7	7	3	2	-	19
Average Number of Persons Responsible For	2	1	2	4	-	2
Lowest Salary	16.0	18.0	18.0	20.0	-	16.0
Highest Salary	27.0	30.0	25.0	36.1	-	36.1
Median Salary 1984	20.0	22.0	24.0	28.1	-	22.0
Median Salary 1982	21.1	16.4	19.7	22.0	-	19.4
Your Average Salary						
MARKETING						
9. Vice President Sales/Sales Manager						
Number of Plants	7	14	8	2	-	31
Average Number of Persons Responsible For	2	5	1	1	-	9
Lowest Salary	30.8	27.0	20.0	38.0	-	20.0
Highest Salary	87.1	80.0	51.0	51.9	-	87.1
Median Salary 1984	60.6	43.2	33.5	45.0	-	43.0
Median Salary 1982	38.0	30.0	35.0	50.4	-	36.8
Your Average Salary						
10. Assistant Sales Manager						
Number of Plants	-	-	1	-	-	1
Average Number of Persons Responsible For	-	-	1	-	-	1
Lowest Salary	-	-	35.0	-	-	35.0
Highest Salary	-	-	35.0	-	-	35.0
Median Salary 1984	-	-	35.0	-	-	35.0
Median Salary 1982	28.5	22.0	-	-	-	25.3
Your Average Salary						
11. Regional/District Sales Manager						
Number of Plants	1	4	1	2	-	8
Average Number of Persons Responsible For	-	1	1	2	-	1
Lowest Salary	34.0	32.0	44.0	38.5	-	32.0
Highest Salary	34.0	39.0	44.0	40.0	-	44.0
Median Salary 1984	34.0	35.9	44.0	39.3	-	38.5
Median Salary 1982	31.4	35.0	26.3	38.0	-	31.7
Your Average Salary						
12. Senior Salesman						
Number of Plants	1	2	3	1	-	7
Average Number of Persons Responsible For	-	-	1	-	-	-
Lowest Salary	43.0	20.0	28.0	34.4	-	20.0
Highest Salary	43.0	24.6	30.0	34.4	-	43.0
Median Salary 1984	43.0	22.3	30.0	34.4	-	30.0
Median Salary 1982	28.0	39.3	20.8	34.8	-	28.6
Your Average Salary						

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ANNUAL SALES VOLUME $2,000,000 — $5,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
13. Salesman 5-10 Years						
Number of Plants	-	2	1	1	-	4
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	-	24.2	25.0	22.0	-	22.0
Highest Salary	-	27.9	25.0	22.0	-	27.9
Median Salary 1984	-	26.1	25.0	22.0	-	25.0
Median Salary 1982	36.5	24.0	14.0	32.1	-	25.5
Your Average Salary						
14. Salesman 3-5 Years						
Number of Plants	1	3	1	1	-	6
Average Number of Persons Responsible For	-	-	-	2	-	-
Lowest Salary	50.0	27.8	25.1	29.5	-	25.1
Highest Salary	50.0	35.0	25.1	29.5	-	50.0
Median Salary 1984	50.0	31.1	25.1	29.5	-	31.1
Median Salary 1982	28.8	22.6	17.5	25.9	-	24.5
Your Average Salary						
15. Salesman 1-3 Years						
Number of Plants	2	6	2	3	-	13
Average Number of Persons Responsible For	1	-	-	-	-	-
Lowest Salary	20.8	16.0	19.5	18.0	-	16.0
Highest Salary	24.0	30.0	31.9	37.3	-	37.3
Median Salary 1984	22.4	21.5	23.6	30.1	-	22.9
Median Salary 1982	26.5	19.7	18.6	-	-	24.0
Your Average Salary						
16. Sales Trainee						
Number of Plants	2	4	1	-	-	7
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	13.0	15.0	14.3	-	-	13.0
Highest Salary	17.0	21.9	14.3	-	-	21.9
Median Salary 1984	15.0	19.1	14.3	-	-	17.0
Median Salary 1982	16.0	17.0	17.9	-	-	17.0
Your Average Salary						
17. Customer Service Manager						
Number of Plants	2	5	2	1	-	10
Average Number of Persons Responsible For	2	1	1	2	-	1
Lowest Salary	21.7	13.0	20.0	25.0	-	13.0
Highest Salary	25.0	28.5	21.0	25.0	-	28.5
Median Salary 1984	23.4	18.0	20.5	25.0	-	21.4
Median Salary 1982	18.3	20.0	21.5	24.8	-	20.0
Your Average Salary						
FINANCE AND ADMINISTRATIVE						
18. Treasurer						
Number of Plants	3	5	2	2	-	12
Average Number of Persons Responsible For	6	3	3	5	-	4
Lowest Salary	52.6	25.0	25.0	36.0	-	25.0
Highest Salary	88.4	55.0	33.0	45.0	-	88.4
Median Salary 1984	75.0	42.0	29.0	40.5	-	43.5
Median Salary 1982	36.7	38.0	29.4	42.0	-	36.7
Your Average Salary						

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ANNUAL SALES VOLUME $2,000,000 — $5,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
19. Controller or Accounting Manager						
Number of Plants	3	8	2	2	-	15
Average Number of Persons Responsible For	2	2	1	2	-	2
Lowest Salary	20.0	25.0	28.7	22.0	-	20.0
Highest Salary	30.0	37.2	35.0	38.5	-	38.5
Median Salary 1984	21.5	31.3	31.9	30.3	-	30.0
Median Salary 1982	32.5	19.6	-	30.8	-	28.4
Your Average Salary						
20. Accountant-Cost Supervisor						
Number of Plants	1	-	-	-	-	1
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	18.5	-	-	-	-	18.5
Highest Salary	18.5	-	-	-	-	18.5
Median Salary 1984	18.5	-	-	-	-	18.5
Median Salary 1982	27.0	-	25.0	26.4	-	27.0
Your Average Salary						
21. Account-General Supervisor						
Number of Plants	3	6	3	-	-	12
Average Number of Persons Responsible For	2	1	-	-	-	1
Lowest Salary	14.3	13.0	15.9	-	-	13.0
Highest Salary	26.0	30.0	23.0	-	-	30.0
Median Salary 1984	20.0	19.0	16.0	-	-	19.0
Median Salary 1982	21.2	17.5	20.4	23.6	-	20.9
Your Average Salary						
22. Credit Manager						
Number of Plants	2	2	-	1	-	5
Average Number of Persons Responsible For	-	1	-	3	-	1
Lowest Salary	21.0	19.2	-	30.2	-	19.2
Highest Salary	21.5	39.0	-	30.2	-	39.0
Median Salary 1984	21.3	29.1	-	30.2	-	21.5
Median Salary 1982	18.0	-	15.0	-	-	16.5
Your Average Salary						
23. Manager-Electronic Data Processing						
Number of Plants	2	2	-	-	-	4
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	16.5	18.0	-	-	-	16.5
Highest Salary	33.0	19.7	-	-	-	33.0
Median Salary 1984	24.8	18.9	-	-	-	18.9
Median Salary 1982	24.6	30.7	-	40.0	-	28.1
Your Average Salary						
ENGINEERING						
24. Research & Development Dept Manager						
Number of Plants	-	1	-	1	-	2
Average Number of Persons Responsible For	-	1	-	2	-	1
Lowest Salary	-	31.2	-	26.0	-	26.0
Highest Salary	-	31.2	-	26.0	-	31.2
Median Salary 1984	-	31.2	-	26.0	-	28.6
Median Salary 1982	39.0	35.6	34.5	28.6	-	34.1
Your Average Salary						

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ANNUAL SALES VOLUME $2,000,000 — $5,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
25. Chief Engineer or Plant Engineer						
Number of Plants	3	7	1	1	-	12
Average Number of Persons Responsible For	1	2	1	2	-	2
Lowest Salary	24.0	21.3	31.0	28.0	-	21.3
Highest Salary	52.0	45.0	31.0	28.0	-	52.0
Median Salary 1984	26.0	31.3	31.0	28.0	-	29.5
Median Salary 1982	42.0	32.6	27.0	34.0	-	32.6
Your Average Salary						
26. Manufacturing Engineer Manager						
Number of Plants	2	4	1	1	-	8
Average Number of Persons Responsible For	-	4	2	3	-	3
Lowest Salary	24.0	27.9	26.0	57.8	-	24.0
Highest Salary	39.8	35.0	26.0	57.8	-	57.8
Median Salary 1984	31.9	31.2	26.0	57.8	-	31.2
Median Salary 1982	32.0	26.1	22.3	38.4	-	27.4
Your Average Salary						
27. Senior Engineer						
Number of Plants	1	6	-	-	-	7
Average Number of Persons Responsible For	-	1	-	-	-	1
Lowest Salary	20.0	25.1	-	-	-	20.0
Highest Salary	20.0	35.0	-	-	-	35.0
Median Salary 1984	20.0	27.9	-	-	-	27.8
Median Salary 1982	18.6	27.5	-	-	-	26.0
Your Average Salary						
28. Product Designer						
Number of Plants	1	3	1	-	-	5
Average Number of Persons Responsible For	-	-	1	-	-	-
Lowest Salary	24.2	21.9	30.0	-	-	21.9
Highest Salary	24.2	27.9	30.0	-	-	30.0
Median Salary 1984	24.2	22.0	30.0	-	-	24.2
Median Salary 1982	21.7	23.3	27.0	28.0	-	27.0
Your Average Salary						
29. Mold Designer						
Number of Plants	2	2	2	1	-	7
Average Number of Persons Responsible For	1	2	3	-	-	2
Lowest Salary	14.0	25.2	20.0	27.1	-	14.0
Highest Salary	34.8	29.0	40.0	27.1	-	40.0
Median Salary 1984	24.4	27.1	30.0	27.1	-	27.1
Median Salary 1982	23.8	25.5	21.0	26.4	-	23.8
Your Average Salary						
30. Estimator						
Number of Plants	3	8	1	1	-	13
Average Number of Persons Responsible For	-	-	1	-	-	-
Lowest Salary	14.0	15.5	22.0	24.3	-	14.0
Highest Salary	21.0	26.0	22.0	24.3	-	26.0
Median Salary 1984	16.0	20.9	22.0	24.3	-	21.0
Median Salary 1982	37.0	17.0	20.5	22.5	-	21.0
Your Average Salary						

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ANNUAL SALES VOLUME $2,000,000 — $5,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
PERSONNEL						
31. Personnel Manager						
Number of Plants	-	4	1	-	-	5
Average Number of Persons Responsible For	-	2	2	-	-	2
Lowest Salary	-	15.0	20.0	-	-	15.0
Highest Salary	-	33.4	20.0	-	-	33.4
Median Salary 1984	-	21.7	20.0	-	-	21.3
Median Salary 1982	25.8	19.2	21.9	17.2	-	20.5
Your Average Salary						
32. Office Manager						
Number of Plants	5	7	4	-	-	16
Average Number of Persons Responsible For	2	1	1	-	-	1
Lowest Salary	16.9	15.0	15.0	-	-	15.0
Highest Salary	27.0	32.0	26.0	-	-	32.0
Median Salary 1984	21.7	18.0	19.0	-	-	19.9
Median Salary 1982	16.9	17.0	15.5	17.3	-	16.7
Your Average Salary						
PURCHASING						
33. Purchasing Agent						
Number of Plants	4	8	2	3	-	17
Average Number of Persons Responsible For	1	1	2	1	-	1
Lowest Salary	18.5	21.4	22.8	24.0	-	18.5
Highest Salary	35.0	28.7	23.4	27.9	-	35.0
Median Salary 1984	26.1	24.7	23.1	26.0	-	24.4
Median Salary 1982	22.0	24.5	19.4	22.5	-	22.7
Your Average Salary						
34. Buyer						
Number of Plants	1	2	3	2	-	8
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	26.4	16.5	16.1	18.0	-	16.1
Highest Salary	26.4	20.0	22.0	20.1	-	26.4
Median Salary 1984	26.4	18.3	16.6	19.1	-	19.0
Median Salary 1982	14.5	21.4	22.0	-	-	20.0
Your Average Salary						

SALARY SURVEY NO. 14 - 1984 • PLASTICS PROCESSING COMPANIES

ANNUAL SALES VOLUME $5,000,000 — $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
MANUFACTURING						
1. General Manager						
Number of Plants	8	10	1	3	2	25
Average Number of Persons Responsible For	80	34	82	64	28	5.3
Lowest Salary	35.6	39.0	80.0	36.0	48.0	35.6
Highest Salary	100.0	120.0	80.0	72.0	78.0	120.0
Median Salary 1984	63.5	48.0	80.0	51.5	63.0	55.0
Median Salary 1982	45.8	59.4	59.5	41.6	69.2	54.5
Your Average Salary						
2. Plant Manager						
Number of Plants	8	15	4	6	2	35
Average Number of Persons Responsible For	79	37	70	39	43	44
Lowest Salary	31.0	29.0	33.8	30.0	39.0	29.0
Highest Salary	64.2	91.5	74.5	57.0	49.0	91.5
Median Salary 1984	41.5	37.7	67.2	37.7	44.0	41.0
Median Salary 1982	40.5	42.0	46.0	44.3	60.0	44.2
Your Average Salary						
3. Production Manager Superintendent						
Number of Plants	9	11	3	6	2	31
Average Number of Persons Responsible For	39	33	28	10	36	24
Lowest Salary	24.4	28.6	27.0	23.0	25.8	23.0
Highest Salary	54.0	42.9	62.1	48.0	26.0	62.1
Median Salary 1984	35.5	35.0	36.0	30.8	25.9	34.0
Median Salary 1982	25.0	30.0	29.0	34.0	29.7	28.7
Your Average Salary						
4. General Foreman						
Number of Plants	10	10	5	4	2	31
Average Number of Persons Responsible For	17	20	16	6	13	15
Lowest Salary	23.0	20.0	21.0	22.0	21.0	20.0
Highest Salary	77.7	39.5	32.5	35.0	23.0	77.7
Median Salary 1984	30.0	26.1	30.0	25.0	22.0	26.1
Median Salary 1982	24.0	21.7	25.6	23.6	26.4	24.7
Your Average Salary						
5. Manager/Plant or Industrial Engineer						
Number of Plants	3	6	3	-	-	12
Average Number of Persons Responsible For	3	12	3	-	-	8
Lowest Salary	29.5	18.0	24.2	-	-	18.0
Highest Salary	38.0	35.0	31.2	-	-	38.0
Median Salary 1984	37.0	31.0	27.8	-	-	31.0
Median Salary 1982	26.1	29.8	28.8	33.0	-	30.1
Your Average Salary						
6. Traffic Manager and/or Distribution Manager						
Number of Plants	8	6	1	4	2	21
Average Number of Persons Responsible For	3	3	4	9	4	3
Lowest Salary	8.1	24.0	26.0	26.0	22.0	8.1
Highest Salary	30.0	30.9	26.0	50.0	23.5	50.0
Median Salary 1984	25.0	29.4	26.0	31.5	22.8	25.0
Median Salary 1982	21.0	26.3	23.9	26.3	25.7	24.6
Your Average Salary						

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ANNUAL SALES VOLUME $5,000,000 — $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
7. Manager, Quality Control						
Number of Plants	8	8	-	4	3	23
Average Number of Persons Responsible For	5	2	-	9	2	4
Lowest Salary	17.5	15.0	-	30.0	21.6	15.0
Highest Salary	40.0	30.0	-	40.0	33.4	40.0
Median Salary 1984	26.0	25.8	-	32.0	31.7	27.0
Median Salary 1982	28.7	28.3	28.6	-	25.0	28.2
Your Average Salary						
8. Superintendent, Quality Control						
Number of Plants	5	6	3	3	-	17
Average Number of Persons Responsible For	3	1	2	9	-	3
Lowest Salary	17.0	13.0	14.4	18.6	-	13.0
Highest Salary	30.0	28.0	29.1	30.0	-	30.0
Median Salary 1984	25.6	21.5	27.1	22.0	-	22.6
Median Salary 1982	19.2	18.6	26.3	30.0	18.0	20.7
Your Average Salary						
MARKETING						
9. Vice President Sales/Sales Manager						
Number of Plants	10	10	1	5	5	31
Average Number of Persons Responsible For	3	2	7	4	4	3
Lowest Salary	29.0	28.0	55.0	45.0	28.6	28.0
Highest Salary	62.2	155.0	55.0	100.0	58.0	155.0
Median Salary 1984	43.4	55.1	55.0	54.0	47.0	50.0
Median Salary 1982	37.6	40.0	46.2	52.0	45.0	43.0
Your Average Salary						
10. Assistant Sales Manager						
Number of Plants	6	1	-	1	1	9
Average Number of Persons Responsible For	1	2	-	3	-	1
Lowest Salary	18.0	29.0	-	22.0	32.0	18.0
Highest Salary	42.0	29.0	-	22.0	32.0	42.0
Median Salary 1984	26.5	29.0	-	22.0	32.0	29.0
Median Salary 1982	19.0	-	35.3	-	30.0	22.7
Your Average Salary						
11. Regional/District Sales Manager						
Number of Plants	2	3	-	1	-	6
Average Number of Persons Responsible For	6	1	-	-	-	2
Lowest Salary	40.0	13.8	-	40.0	-	13.8
Highest Salary	60.0	30.0	-	40.0	-	60.0
Median Salary 1984	50.0	28.3	-	40.0	-	30.5
Median Salary 1982	29.9	25.0	31.4	40.1	35.1	30.3
Your Average Salary						
12. Senior Salesman						
Number of Plants	5	4	-	3	-	12
Average Number of Persons Responsible For	1	1	-	-	-	1
Lowest Salary	29.0	35.0	-	27.5	-	27.5
Highest Salary	47.8	90.0	-	54.0	-	90.0
Median Salary 1984	36.0	56.0	-	28.6	-	36.0
Median Salary 1982	28.3	23.0	-	38.0	40.0	29.0
Your Average Salary						

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ANNUAL SALES VOLUME $5,000,000 — $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
13. Salesman 5-10 Years						
Number of Plants	5	3	-	5	1	14
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	21.0	30.0	-	29.4	21.0	21.0
Highest Salary	48.0	40.0	-	70.0	21.0	70.0
Median Salary 1984	36.5	30.0	-	35.7	21.0	33.0
Median Salary 1982	28.0	29.0	24.0	34.3	30.0	27.1
Your Average Salary						
14. Salesman 3-5 Years						
Number of Plants	2	3	-	2	1	8
Average Number of Persons Responsible For	-	-	-	1	-	-
Lowest Salary	30.0	23.7	-	27.0	21.0	21.0
Highest Salary	50.3	26.0	-	27.9	21.0	50.3
Median Salary 1984	40.2	26.0	-	27.5	21.0	27.9
Median Salary 1982	26.0	21.8	26.0	25.2	-	24.5
Your Average Salary						
15. Salesman 1-3 Years						
Number of Plants	4	3	-	1	3	11
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	20.0	20.0	-	30.0	21.0	20.0
Highest Salary	28.5	34.7	-	30.0	29.0	34.7
Median Salary 1984	24.0	27.0	-	30.0	22.5	24.0
Median Salary 1982	24.5	23.5	23.0	35.0	23.5	25.5
Your Average Salary						
16. Sales Trainee						
Number of Plants	3	4	-	-	2	9
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	14.0	15.0	-	-	14.4	14.0
Highest Salary	22.0	30.0	-	-	15.0	30.0
Median Salary 1984	18.0	20.8	-	-	14.8	18.0
Median Salary 1982	-	16.5	18.2	25.2	-	20.2
Your Average Salary						
17. Customer Service Manager						
Number of Plants	4	7	1	3	2	17
Average Number of Persons Responsible For	1	-	-	1	3	1
Lowest Salary	20.0	15.9	27.7	19.5	20.0	15.9
Highest Salary	27.3	30.0	27.7	28.7	34.0	34.0
Median Salary 1984	23.1	22.5	27 7	23.8	27.0	25.0
Median Salary 1982	19.9	23.2	18.9	22.1	24.8	21.7
Your Average Salary						
FINANCE AND ADMINISTRATIVE						
18. Treasurer						
Number of Plants	2	3	-	2	-	7
Average Number of Persons Responsible For	3	2	-	3	-	3
Lowest Salary	43.2	36.5	-	35.0	-	35.0
Highest Salary	55.0	55.0	-	60.0	-	60.0
Median Salary 1984	49.3	38.5	-	47.5	-	43.2
Median Salary 1982	40.8	44.8	50.4	27.3	49.9	44.1
Your Average Salary						

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ANNUAL SALES VOLUME $5,000,000 — $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
19. Controller or Accounting Manager						
Number of Plants	10	7	2	5	3	27
Average Number of Persons Responsible For	3	4	3	3	4	3
Lowest Salary	24.4	32.0	25.0	23.4	29.0	23.4
Highest Salary	48.0	45.8	25.3	42.0	46.0	48.0
Median Salary 1984	32.1	38.2	25.2	34.1	33.8	33.5
Median Salary 1982	29.3	30.3	28.8	33.2	28.8	30.2
Your Average Salary						
20. Accountant-Cost Supervisor						
Number of Plants	2	1	-	2	1	6
Average Number of Persons Responsible For	2	-	-	1	2	1
Lowest Salary	23.0	19.4	-	30.0	19.0	19.0
Highest Salary	31.8	19.4	-	34.5	19.0	34.5
Median Salary 1984	27.4	19.4	-	32.3	19.0	26.5
Median Salary 1982	27.4	19.3	24.8	-	32.0	27.4
Your Average Salary						
21. Account-General Supervisor						
Number of Plants	3	3	-	2	1	9
Average Number of Persons Responsible For	2	1	-	3	2	2
Lowest Salary	18.0	15.3	-	22.0	16.8	15.3
Highest Salary	34.5	27.5	-	34.5	16.8	34.5
Median Salary 1984	24.8	25.0	-	28.3	16.8	24.8
Median Salary 1982	17.6	21.4	25.0	22.7	23.2	21.3
Your Average Salary						
22. Credit Manager						
Number of Plants	3	2	-	2	-	7
Average Number of Persons Responsible For	2	-	-	-	-	1
Lowest Salary	15.0	19.9	-	20.6	-	15.0
Highest Salary	30.0	25.0	-	38.0	-	38.0
Median Salary 1984	30.3	22.9	-	29.3	-	25.0
Median Salary 1982	22.7	17.0	14.8	-	21.6	18.1
Your Average Salary						
23. Manager-Electronic Data Processing						
Number of Plants	3	5	-	1	1	10
Average Number of Persons Responsible For	2	2	-	3	-	2
Lowest Salary	27.0	25.0	-	40.0	23.5	23.5
Highest Salary	30.7	41.7	-	40.0	23.5	41.7
Median Salary 1984	27.3	31.6	-	40.0	23.5	30.4
Median Salary 1982	31.0	23.5	23.5	-	31.5	26.5
Your Average Salary						
ENGINEERING						
24. Research & Development Dept Manager						
Number of Plants	1	2	1	1	2	7
Average Number of Persons Responsible For	1	3	4	19	2	5
Lowest Salary	55.0	23.5	57.2	33.0	22.6	22.6
Highest Salary	55.0	91.5	57.2	33.0	48.0	91.5
Median Salary 1984	55.0	57.5	57.2	33.0	35.3	48.0
Median Salary 1982	36.4	38.4	28.6	41.0	35.0	35.2
Your Average Salary						

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ANNUAL SALES VOLUME $5,000,000 — $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
25. Chief Engineer or Plant Engineer						
Number of Plants	8	9	3	5	2	27
Average Number of Persons Responsible For	5	4	7	4	11	5
Lowest Salary	24.0	32.0	36.5	29.2	36.0	24.0
Highest Salary	52.0	52.0	50.5	56.0	38.0	56.0
Median Salary 1984	43.6	35.0	38.9	50.0	37.0	38.0
Median Salary 1982	43.0	27.0	33.6	36.8	38.3	33.0
Your Average Salary						
26. Manufacturing Engineer Manager						
Number of Plants	6	1	-	1	1	9
Average Number of Persons Responsible For	2	10	-	9	-	3
Lowest Salary	29.0	40.0	-	38.0	33.4	29.0
Highest Salary	70.0	40.0	-	38.0	33.4	70.0
Median Salary 1984	37.3	40.0	-	38.0	33.4	38.0
Median Salary 1982	31.6	40.0	22.6	-	27.0	33.0
Your Average Salary						
27. Senior Engineer						
Number of Plants	4	6	1	2	-	13
Average Number of Persons Responsible For	-	1	2	-	-	-
Lowest Salary	22.0	24.0	34.5	22.0	-	22.0
Highest Salary	42.0	42.0	34.5	32.0	-	42.0
Median Salary 1984	33.9	32.8	34.5	27.0	-	32.6
Median Salary 1982	34.5	25.7	24.2	-	28.0	27.5
Your Average Salary						
28. Product Designer						
Number of Plants	4	3	1	1	-	8
Average Number of Persons Responsible For	-	-	1	-	-	-
Lowest Salary	22.0	18.5	30.0	-	-	18.5
Highest Salary	44.0	40.0	30.0	-	-	44.0
Median Salary 1984	26.5	30.0	30.0	-	-	26.5
Median Salary 1982	24.3	25.0	-	-	-	24.7
Your Average Salary						
29. Mold Designer						
Number of Plants	3	4	1	2	1	11
Average Number of Persons Responsible For	1	-	2	-	-	-
Lowest Salary	32.0	17.6	32.3	24.0	28.2	17.6
Highest Salary	40.0	30.0	32.3	40.0	28.2	40.0
Median Salary 1984	32.6	25.3	32.3	32.0	28.2	31.0
Median Salary 1982	34.6	25.0	29.5	30.9	28.0	28.0
Your Average Salary						
30. Estimator						
Number of Plants	4	1	1	1	-	6
Average Number of Persons Responsible For	-	-	1	-	-	-
Lowest Salary	21.6	18.5	27.0	-	-	18.5
Highest Salary	25.0	18.5	27.0	-	-	27.0
Median Salary 1984	22.2	18.5	27.0	-	-	22.2
Median Salary 1982	13.0	19.9	24.3	21.2	28.0	19.9
Your Average Salary						

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ANNUAL SALES VOLUME $5,000,000 — $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
PERSONNEL				-		
31. Personnel Manager						
Number of Plants	5	9	1	6	2	23
Average Number of Persons Responsible For	1	1	-	1	-	1
Lowest Salary	16	17.0	26.0	20.0	15.6	15.6
Highest Salary	32	50.0	26.0	35.0	36.0	50.0
Median Salary 1984	29.9	20.0	26.0	22.7	25.8	25.0
Median Salary 1982	22.6	23.5	30.2	27.5	32.4	25.3
Your Average Salary						
32. Office Manager						
Number of Plants	1	10	-	2	1	14
Average Number of Persons Responsible For	3	1	-	-	5	1
Lowest Salary	18.0	14.3	-	20.0	21.0	14.3
Highest Salary	18.0	29.0	-	22.0	21.0	29.0
Median Salary 1984	18.0	22.3	-	21.0	21.0	21.4
Median Salary 1982	20.3	20.0	24.0	22.7	18.9	21.3
Your Average Salary						
PURCHASING						
33. Purchasing Agent						
Number of Plants	6	9	1	2	1	19
Average Number of Persons Responsible For	-	1	-	-	3	1
Lowest Salary	19.9	20.0	26.7	22.8	19.2	19.2
Highest Salary	35.0	30.4	26.7	27.0	19.2	35.0
Median Salary 1984	28.0	28.0	26.7	24.9	19.2	26.7
Median Salary 1982	20.0	20.9	24.4	24.1	27.0	22.8
Your Average Salary						
34. Buyer						
Number of Plants	7	3	1	2	1	14
Average Number of Persons Responsible For	-	-	1	-	-	-
Lowest Salary	15.8	12.1	23.9	18.0	21.0	12.1
Highest Salary	27.5	22.1	23.9	30.0	21.0	30.0
Median Salary 1984	18.7	19.0	23.9	24.0	21.0	18.9
Median Salary 1982	19.0	17.3	20.4	-	21.0	18.7
Your Average Salary						

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ANNUAL SALES VOLUME OVER $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
MANUFACTURING						
1. General Manager						
Number of Plants	4	22	8	2	16	54
Average Number of Persons Responsible For	121	85	119	26	254	114
Lowest Salary	39.9	47.5	43.9	41.0	41.8	39.9
Highest Salary	100.0	106.0	121.0	75.0	125.0	125.0
Median Salary 1984	59.5	65.5	68.5	65.0	65.0	65.0
Median Salary 1982	73.5	58.5	69.0	67.5	59.0	59.5
Your Average Salary						
2. Plant Manager						
Number of Plants	7	28	17	4	10	66
Average Number of Persons Responsible For	196	89	100	40	20.8	92
Lowest Salary	40.0	28.0	30.0	33.0	39.0	28.0
Highest Salary	75.0	72.8	79.0	49.0	63.4	79.0
Median Salary 1984	48.0	45.9	48.3	36.3	51.0	49.0
Median Salary 1982	44.8	39.5	39.8	54.8	50.3	40.8
Your Average Salary						
3. Production Manager Superintendent						
Number of Plants	5	30	14	3	9	61
Average Number of Persons Responsible For	24	35	45	10	58	29
Lowest Salary	25.2	19.1	23.0	26.0	25.7	19.1
Highest Salary	50.0	47.0	56.0	37.0	50.0	56.0
Median Salary 1984	30.0	37.0	28.6	37.0	32.3	36.0
Median Salary 1982	29.8	31.0	25.8	39.0	40.0	30.2
Your Average Salary						
4. General Foreman						
Number of Plants	5	24	12	2	9	52
Average Number of Persons Responsible For	22	14	17	20	19	17
Lowest Salary	20.0	21.0	19.0	26.0	18.6	18.6
Highest Salary	29.1	39.0	37.8	29.5	36.0	39.0
Median Salary 1984	24.5	27.1	24.0	27.8	30.0	28.0
Median Salary 1982	22.6	23.6	22.2	25.0	26.5	24.1
Your Average Salary						
5. Manager/Plant or Industrial Engineer						
Number of Plants	5	17	9	1	6	38
Average Number of Persons Responsible For	9	6	16	6	9	9
Lowest Salary	26.5	26.0	26.5	39.0	25.0	25.0
Highest Salary	45.0	56.0	52.0	39.0	42.0	56.0
Median Salary 1984	30.0	32.4	33.9	39.0	40.0	36.0
Median Salary 1982	31.6	27.0	35.5	29.0	35.0	29.7
Your Average Salary						
6. Traffic Manager and/or Distribution Manager						
Number of Plants	4	22	11	2	10	49
Average Number of Persons Responsible For	8	8	8	10	11	8
Lowest Salary	21.4	19.5	18.6	31.0	23.0	18.6
Highest Salary	31.0	45.8	40.8	32.0	45.0	45.8
Median Salary 1984	22.8	28.0	31.0	31.5	31.4	28.4
Median Salary 1982	21.6	24.5	24.0	32.8	33.8	25.3
Your Average Salary						

ANNUAL SALES VOLUME OVER $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
7. Manager, Quality Control						
Number of Plants	7	23	7	3	11	51
Average Number of Persons Responsible For	5	4	7	4	8	5
Lowest Salary	23.5	18.6	28.5	22.0	24.6	18.6
Highest Salary	45.0	51.0	43.0	43.0	45.0	51.0
Median Salary 1984	35.4	32.6	38.1	35.0	41.8	34.4
Median Salary 1982	26.0	28.0	27.0	26.0	34.0	28.2
Your Average Salary						
8. Supervisor, Quality Control						
Number of Plants	1	20	15	4	6	46
Average Number of Persons Responsible For	6	6	9	9	5	6
Lowest Salary	35.0	15.0	14.0	19.8	25.5	14.0
Highest Salary	35.0	36.9	33.6	27.0	33.1	36.9
Median Salary 1984	35.0	24.0	25.0	22.0	27.0	26.0
Median Salary 1982	22.5	20.5	23.3	24.3	24.5	23.0
Your Average Salary						
MARKETING						
9. Vice President Sales/Sales Manager						
Number of Plants	4	26	10	3	19	62
Average Number of Persons Responsible For	9	5	4	6	10	7
Lowest Salary	40.0	37.3	35.4	44.0	37.3	35.4
Highest Salary	85.0	180.0	94.0	48.0	76.0	180.0
Median Salary 1984	54.8	45.3	44.6	45.7	65.0	51.3
Median Salary 1982	56.0	45.0	39.8	55.0	54.8	48.7
Your Average Salary						
10. Assistant Sales Manager						
Number of Plants	2	5	7	1	8	23
Average Number of Persons Responsible For	-	3	4	3	10	4
Lowest Salary	36.0	25.8	24.0	46.0	25.8	24.0
Highest Salary	45.1	50.9	55.0	46.0	55.0	55.0
Median Salary 1984	36.0	28.3	40.1	46.0	45.9	40.1
Median Salary 1982	35.8	35.5	45.0	37.9	37.2	37.1
Your Average Salary						
11. Regional/District Sales Manager						
Number of Plants	3	10	5	-	9	27
Average Number of Persons Responsible For	9	1	1	-	3	2
Lowest Salary	45.1	15.2	24.2	-	36.7	15.2
Highest Salary	50.0	50.0	44.0	-	59.0	59.0
Median Salary 1984	46.5	42.9	36.6	-	45.0	37.4
Median Salary 1982	38.1	31.0	37.9	-	40.0	35.8
Your Average Salary						
12. Senior Salesman						
Number of Plants	5	11	4	2	11	33
Average Number of Persons Responsible For	-	-	1	-	-	-
Lowest Salary	32.0	25.0	28.8	36.0	29.3	25.0
Highest Salary	38.5	57.5	43.0	38.0	65.0	65.0
Median Salary 1984	32.8	37.7	34.8	37.0	35.9	35.9
Median Salary 1982	38.7	35.8	37.4	40.4	36.4	37.2
Your Average Salary						

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TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
13. Salesman 5-10 Years						
Number of Plants	3	7	7	2	11	30
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	29.2	29.1	24.0	24.0	25.0	24.0
Highest Salary	33.4	56.4	34.9	34.0	49.8	56.4
Median Salary 1984	33.4	34.0	29.7	29.0	44.0	31.0
Median Salary 1982	27.4	25.4	30.3	28.0	35.5	29.2
Your Average Salary						
14. Salesman 3-5 Years						
Number of Plants	3	6	6	4	11	30
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	25.5	22.0	20.0	24.5	22.0	20.0
Highest Salary	31.7	37.0	38.0	36.0	39.4	39.4
Median Salary 1984	29.1	30.0	24.0	30.0	31.0	30.0
Median Salary 1982	29.3	28.0	24.0	24.0	33.0	29.2
Your Average Salary						
15. Salesman 1-3 Years						
Number of Plants	3	15	6	3	11	38
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	20.4	24.0	22.0	22.8	23.6	20.4
Highest Salary	31.2	44.9	35.0	24.0	37.5	44.9
Median Salary 1984	31.2	29.5	24.0	24.0	27.1	28.0
Median Salary 1982	26.8	27.0	24.5	33.0	27.0	26.9
Your Average Salary						
16. Sales Trainee						
Number of Plants	3	5	3	1	5	17
Average Number of Persons Responsible For	-	-	1	-	-	-
Lowest Salary	18.0	20.0	14.3	20.4	15.0	14.3
Highest Salary	20.0	25.0	30.0	20.4	25.4	30.0
Median Salary 1984	19.0	21.0	20.0	20.4	22.9	22.4
Median Salary 1982	-	21.0	-	-	20.0	20.6
Your Average Salary						
17. Customer Service Manager						
Number of Plants	4	24	5	1	13	47
Average Number of Persons Responsible For	3	1	2	1	4	2
Lowest Salary	21.0	12.7	21.1	26.0	19.2	12.7
Highest Salary	40.0	37.5	31.1	26.0	50.0	50.0
Median Salary 1984	32.2	28.0	25.4	26.0	27.7	28.1
Median Salary 1982	19.9	22.5	18.9	23.0	24.0	21.6
Your Average Salary						
FINANCE AND ADMINISTRATIVE						
18. Treasurer						
Number of Plants	-	11	7	1	13	32
Average Number of Persons Responsible For	-	3	5	-	10	6
Lowest Salary	-	32.0	39.0	31.0	20.0	20.0
Highest Salary	-	56.9	64.5	31.0	80.0	80.0
Median Salary 1984	-	45.0	45.8	31.0	46.3	45.4
Median Salary 1982	45.0	40.0	26.5	40.8	46.2	40.7
Your Average Salary						

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ANNUAL SALES VOLUME OVER $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
19. Controller or Accounting Manager						
Number of Plants	7	21	8	4	19	58
Average Number of Persons Responsible For	5	5	6	2	7	6
Lowest Salary	24.0	18.8	20.0	20.0	18.0	18.0
Highest Salary	70.0	57.5	43.4	37.4	66.0	70.0
Median Salary 1984	40.0	38.4	30.8	28.5	36.2	37.7
Median Salary 1982	16.0	25.9	30.8	-	29.9	27.8
Your Average Salary						
20. Accountant-Cost Supervisor						
Number of Plants	1	17	5	-	9	32
Average Number of Persons Responsible For	1	2	1	-	2	2
Lowest Salary	25.0	21.0	15.6	-	18.9	15.6
Highest Salary	25.0	36.5	39.0	-	51.0	51.0
Median Salary 1984	25.0	29.0	25.0	-	29.0	28.0
Median Salary 1982	16.0	25.9	30.8	-	29.9	27.8
Your Average Salary						
21. Account-General Supervisor						
Number of Plants	2	11	7	2	10	32
Average Number of Persons Responsible For	2	3	4	-	4	3
Lowest Salary	26.0	13.0	18.5	21.0	18.0	13.0
Highest Salary	40.3	30.0	47.0	29.0	49.0	49.0
Median Salary 1984	33.2	24.0	28.0	25.0	31.3	28.0
Median Salary 1982	26.0	21.8	24.4	28.9	22.7	23.3
Your Average Salary						
22. Credit Manager						
Number of Plants	2	9	3	1	9	24
Average Number of Persons Responsible For	1	1	1	-	2	1
Lowest Salary	18.0	18.0	16.8	19.5	19.0	16.8
Highest Salary	19.0	46.8	30.0	19.5	45.0	46.8
Median Salary 1984	18.5	28.4	20.0	19.5	32.0	26.5
Median Salary 1982	19.2	18.9	27.0	-	28.1	24.9
Your Average Salary						
23. Manager-Electronic Data Processing						
Number of Plants	2	10	4	1	14	31
Average Number of Persons Responsible For	2	2	1	-	4	2
Lowest Salary	35.0	20.0	20.0	22.0	16.9	16.9
Highest Salary	37.0	43.3	40.0	22.0	60.0	60.0
Median Salary 1984	36.0	27.3	34.7	22.0	34.3	32.0
Median Salary 1982	29.0	26.3	29.0	27.0	30.5	28.1
Your Average Salary						
ENGINEERING						
24. Research & Development Dept Manager						
Number of Plants	2	12	7	1	15	37
Average Number of Persons Responsible For	2	7	8	8	5	6
Lowest Salary	54.6	20.3	16.0	33.0	33.0	16.0
Highest Salary	58.0	60.4	49.2	33.0	65.8	65.8
Median Salary 1984	56.3	45.5	30.0	33.0	47.1	46.5
Median Salary 1982	38.2	44.8	30.3	57.0	47.9	42.6
Your Average Salary						

ANNUAL SALES VOLUME OVER $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
25. Chief Engineer or Plant Engineer						
Number of Plants	5	19	8	-	10	42
Average Number of Persons Responsible For	4	6	8	-	3	6
Lowest Salary	18.0	23.0	27.0	-	27.9	18.0
Highest Salary	58.0	66.3	61.8	-	49.8	66.3
Median Salary 1984	35.3	40.2	37.4	-	39.5	39.5
Median Salary 1982	39.2	35.0	34.6	41.0	45.2	37.9
Your Average Salary						
26. Manufacturing Engineer Manager						
Number of Plants	1	15	3	-	8	27
Average Number of Persons Responsible For	2	6	11	-	6	6
Lowest Salary	26.5	27.9	23.7	-	29.9	23.7
Highest Salary	26.5	43.6	29.0	-	61.4	61.4
Median Salary 1984	26.5	38.8	24.0	-	40.0	36.0
Median Salary 1982	29.0	33.9	34.1	-	39.4	34.6
Your Average Salary						
27. Senior Engineer						
Number of Plants	3	16	3	2	6	30
Average Number of Persons Responsible For	2	1	1	1	2	1
Lowest Salary	26.0	19.4	34.7	13.0	32.0	13.0
Highest Salary	40.5	45.0	37.3	44.0	44.0	45.0
Median Salary 1984	33.6	34.0	36.2	44.0	34.0	34.0
Median Salary 1982	31.4	27.9	29.5	29.0	32.4	30.0
Your Average Salary						
28. Product Engineer						
Number of Plants	-	14	3	-	8	25
Average Number of Persons Responsible For	-	-	2	-	1	-
Lowest Salary	-	18.6	27.8	-	21.3	18.6
Highest Salary	-	38.0	40.0	-	45.0	45.0
Median Salary 1984	-	34.1	32.6	-	32.5	32.7
Median Salary 1982	27.8	24.6	26.4	-	29.7	25.9
Your Average Salary						
29. Mold Designer						
Number of Plants	1	13	2	1	7	24
Average Number of Persons Responsible For	1	1	-	4	-	1
Lowest Salary	28.0	20.0	34.9	35.0	20.3	20.0
Highest Salary	28.0	40.0	41.2	35.0	36.3	41.2
Median Salary 1984	28.0	32.0	43.1	35.0	36.3	32.6
Median Salary 1982	32.6	30.0	25.7	-	32.4	30.5
Your Average Salary						
30. Estimator						
Number of Plants	1	13	4	1	8	27
Average Number of Persons Responsible For	1	-	-	-	-	-
Lowest Salary	28.2	19.0	16.0	24.0	20.0	16.0
Highest Salary	28.2	38.6	37.2	24.0	40.0	40.0
Median Salary 1984	28.2	27.3	23.6	24.0	25.1	25.1
Median Salary 1982	20.5	26.0	28.1	27.0	25.6	25.8
Your Average Salary						

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ANNUAL SALES VOLUME OVER $10,000,000

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
PERSONNEL						
31. Personnel Manager						
Number of Plants	5	25	9	2	17	56
Average Number of Persons Responsible For	1	1	1	1	2	1
Lowest Salary	18.0	4.5	18.0	30.0	21.6	4.5
Highest Salary	45.0	40.0	38.4	30.0	67.3	67.3
Median Salary 1984	30.2	27.2	33.2	30.0	34.2	30.0
Median Salary 1982	31.4	25.0	32.9	32.7	34.0	29.2
Your Average Salary						
32. Office Manager						
Number of Plants	3	6	2	-	3	14
Average Number of Persons Responsible For	9	4	6	-	3	5
Lowest Salary	21.8	15.2	22.8	-	20.0	15.2
Highest Salary	52.1	38.0	34.5	-	33.0	52.1
Median Salary 1984	29.0	25.0	28.5	-	21.8	28.0
Median Salary 1982	20.0	23.5	-	-	25.2	22.4
Your Average Salary						
PURCHASING						
33. Purchasing Agent						
Number of Plants	2	24	10	1	17	54
Average Number of Persons Responsible For	3	1	2	-	1	1
Lowest Salary	23.8	20.0	20.0	32.6	21.9	20.0
Highest Salary	33.5	47.5	45.2	32.6	50.0	50.0
Median Salary 1984	28.7	30.2	28.0	32.6	33.1	30.1
Median Salary 1982	28.7	27.8	21.4	-	31.5	27.8
Your Average Salary						
34. Buyer						
Number of Plants	1	19	3	-	10	33
Average Number of Persons Responsible For	2	-	-	-	-	-
Lowest Salary	30.3	12.0	18.0	-	14.7	12.0
Highest Salary	30.3	29.2	26.4	-	28.9	30.3
Median Salary 1984	30.3	25.3	25.1	-	25.5	25.5
Median Salary 1982	19.8	21.4	18.5	26.8	21.6	21.2
Your Average Salary						

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ALL SALES VOLUMES

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
MANUFACTURING						
1. General Manager						
Number of Plants	23	49	19	12	18	119
Average Number of Persons Responsible For	64	55	73	38	147	66
Lowest Salary	27.3	32.0	25.0	35.0	41.8	25.0
Highest Salary	125.0	120.0	121.0	75.0	125.0	125.0
Median Salary 1984	54.0	55.0	50.0	50.0	67.0	56.6
Median Salary 1982	47.0	50.1	50.0	43.3	66.5	52.0
Your Average Salary						
2. Plant Manager						
Number of Plants	34	62	38	24	12	170
Average Number of Persons Responsible For	75	52	55	32	10	44
Lowest Salary	23.0	25.0	24.0	30.0	39.0	23.0
Highest Salary	75.0	91.5	79.0	57.0	63.4	91.5
Median Salary 1984	40.0	43.0	41.0	37.7	51.0	43.0
Median Salary 1982	38.0	39.6	35.7	40.0	53.0	39.0
Your Average Salary						
3. Production Manager Superintendent						
Number of Plants	29	67	26	15	11	148
Average Number of Persons Responsible For	26	31	35	12	57	27
Lowest Salary	17.7	19.0	23.0	23.0	25.7	17.7
Highest Salary	54.0	47.0	62.1	48.0	50.0	62.1
Median Salary 1984	30.0	33.8	31.2	35.8	32.3	33.0
Median Salary 1982	29.3	30.0	24.1	39.0	34.0	29.2
Your Average Salary						
4. General Foreman						
Number of Plants	32	57	28	12	11	140
Average Number of Persons Responsible For	15	41	15	11	19	21
Lowest Salary	13.9	13.5	12.0	21.2	18.6	12.0
Highest Salary	77.7	45.0	37.8	55.0	36.0	77.7
Median Salary 1984	24.1	26.1	24.0	30.0	28.0	26.6
Median Salary 1982	23.8	23.0	22.2	25.0	26.5	23.6
Your Average Salary						
5. Manager/Plant or Industrial Engineer						
Number of Plants	11	23	12	1	6	53
Average Number of Persons Responsible For	5	7	13	6	9	7
Lowest Salary	20.3	18.0	24.2	39.0	25.0	18.0
Highest Salary	45.0	56.0	52.0	39.0	42.0	56.0
Median Salary 1984	30.1	32.0	31.1	39.0	40.0	33.8
Median Salary 1982	27.0	27.8	29.6	27.6	35.0	28.4
Your Average Salary						
6. Traffic Manager and/or Distribution Manager						
Number of Plants	18	34	13	8	12	85
Average Number of Persons Responsible For	4	6	8	9	11	7
Lowest Salary	8.1	12.4	11.0	26.0	22.0	8.1
Highest Salary	31.0	45.8	40.8	50.0	45.0	50.0
Median Salary 1984	24.0	28.0	28.4	30.0	30.4	27.8
Median Salary 1982	20.5	23.0	24.0	23.5	32.0	23.3
Your Average Salary						

ALL SALES VOLUMES

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
7. Manager, Quality Control						
Number of Plants	24	44	12	10	14	104
Average Number of Persons Responsible For	4	3	5	6	7	4
Lowest Salary	15.0	15.0	17.8	22.0	21.6	15.0
Highest Salary	45.0	51.0	43.0	43.0	45.0	51.0
Median Salary 1984	26.5	27.7	33.7	35.0	37.0	30.9
Median Salary 1982	26.0	25.5	25.9	26.8	33.8	26.2
Your Average Salary						
8. Supervisor, Quality Control						
Number of Plants	15	36	22	11	6	90
Average Number of Persons Responsible For	2	4	5	7	5	4
Lowest Salary	16.0	13.0	13.5	18.6	25.5	13.0
Highest Salary	35.0	36.9	33.6	36.1	33.1	36.9
Median Salary 1984	22.8	22.0	24.0	24.2	27.0	25.5
Median Salary 1982	18.1	19.5	23.3	23.8	24.0	20.8
Your Average Salary						
MARKETING						
9. Vice President Sales/Sales Manager						
Number of Plants	25	54	21	13	24	137
Average Number of Persons Responsible For	3	4	3	3	9	4
Lowest Salary	25.0	27.0	20.0	35.2	28.6	20.0
Highest Salary	87.1	180.0	94.0	100.0	76.0	180.0
Median Salary 1984	52.6	42.1	43.6	45.7	58.8	48.3
Median Salary 1982	44.5	39.4	35.0	50.4	54.5	42.3
Your Average Salary						
10. Assistant Sales Manager						
Number of Plants	8	7	8	3	9	35
Average Number of Persons Responsible For	-	2	3	4	10	6
Lowest Salary	18.0	25.8	24.0	22.0	25.8	18.0
Highest Salary	45.1	50.9	55.0	55.0	55.0	55.0
Median Salary 1984	36.0	29.0	37.6	47.9	45.7	40.0
Median Salary 1982	27.3	32.1	45.0	47.3	37.2	36.9
Your Average Salary						
11. Regional/District Sales Manager						
Number of Plants	6	17	7	4	9	43
Average Number of Persons Responsible For	6	1	1	2	3	2
Lowest Salary	34.0	13.8	16.6	35.0	36.7	13.8
Highest Salary	60.0	50.0	44.0	40.0	59.0	60.0
Median Salary 1984	46.5	35.9	36.6	39.3	45.0	40.0
Median Salary 1982	37.0	33.6	35.4	38.8	40.0	36.5
Your Average Salary						
12. Senior Salesman						
Number of Plants	11	17	7	6	11	52
Average Number of Persons Responsible For	-	-	1	-	-	-
Lowest Salary	29.0	20.0	28.0	27.5	29.3	20.0
Highest Salary	47.8	90.0	43.0	54.0	65.0	90.0
Median Salary 1984	34.4	37.7	30.0	35.2	35.9	35.9
Median Salary 1982	36.8	35.4	28.3	40.3	38.2	35.8
Your Average Salary						

ALL SALES VOLUMES

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
13. Salesman 5-10 Years						
Number of Plants	8	13	8	8	12	49
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	21.0	24.2	24.0	22.0	21.0	21.0
Highest Salary	48.0	56.4	34.9	70.0	49.8	70.0
Median Salary 1984	33.4	34.0	29.7	34.6	34.0	32.6
Median Salary 1982	30.4	25.0	30.3	34.3	35.5	29.3
Your Average Salary						
14. Salesman 3-5 Years						
Number of Plants	7	13	7	8	12	47
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	21.0	22.0	20.0	22.0	21.0	20.0
Highest Salary	50.3	37.0	38.0	36.0	39.4	50.3
Median Salary 1984	31.7	30.0	24.6	27.5	31.0	29.8
Median Salary 1982	29.3	25.0	20.5	25.2	33.0	25.9
Your Average Salary						
15. Salesman 1-3 Years						
Number of Plants	9	24	9	8	14	64
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	20.0	16.0	15.0	18.0	21.0	15.0
Highest Salary	31.2	44.9	35.0	37.3	37.5	44.9
Median Salary 1984	28.0	28.0	24.5	24.0	27.1	27.1
Median Salary 1982	25.0	23.8	24.3	32.0	27.0	25.5
Your Average Salary						
16. Sales Trainee						
Number of Plants	8	13	4	2	7	34
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	13.0	15.0	14.3	15.0	14.4	13.0
Highest Salary	22.0	30.0	30.0	20.4	25.4	30.0
Median Salary 1984	18.0	20.5	17.2	17.7	22.9	20.8
Median Salary 1982	16.0	16.8	17.0	25.2	20.0	18.3
Your Average Salary						
17. Customer Service Manager						
Number of Plants	11	37	9	6	15	78
Average Number of Persons Responsible For	2	1	1	1	3	2
Lowest Salary	20.0	12.7	16.0	16.1	19.2	12.7
Highest Salary	40.0	37.5	31.1	28.7	50.0	50.0
Median Salary 1984	25.0	25.0	24.0	25.0	27.7	25.2
Median Salary 1982	19.9	22.5	18.9	23.0	24.0	21.6
Your Average Salary						
FINANCE AND ADMINISTRATIVE						
18. Treasurer						
Number of Plants	5	20	9	5	13	51
Average Number of Persons Responsible For	4	2	4	4	10	4
Lowest Salary	43.2	25.0	25.0	31.0	20.0	20.0
Highest Salary	88.4	56.9	64.5	60.0	80.0	88.4
Median Salary 1984	55.0	45.0	40.0	36.0	46.3	45.0
Median Salary 1982	45.0	40.0	26.5	40.8	46.2	40.7
Your Average Salary						

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
19. Controller or Accounting Manager						
Number of Plants	23	37	14	13	22	109
Average Number of Persons Responsible For	3	4	4	3	6	4
Lowest Salary	11.7	18.8	18.0	20.0	18.0	11.7
Highest Salary	70.0	57.5	43.4	45.0	66.0	70.0
Median Salary 1984	31.2	35.0	28.7	34.1	38.1	33.4
Median Salary 1982	31.0	30.5	26.5	32.0	37.7	31.6
Your Average Salary						
20. Accountant-Cost Supervisor						
Number of Plants	4	18	5	2	10	39
Average Number of Persons Responsible For	1	1	1	1	2	1
Lowest Salary	18.5	19.4	15.6	30.0	18.9	15.6
Highest Salary	31.8	36.5	39.0	34.5	51.0	51.0
Median Salary 1984	24.0	28.0	25.0	32.3	25.0	27.5
Median Salary 1982	21.5	23.9	28.5	26.4	29.9	26.6
Your Average Salary						
21. Account-General Supervisor						
Number of Plants	10	23	10	6	11	60
Average Number of Persons Responsible For	2	2	3	2	3	2
Lowest Salary	14.3	13.0	12.5	19.0	16.8	12.5
Highest Salary	40.3	30.0	47.0	34.5	49.0	49.0
Median Salary 1984	22.9	23.8	25.5	25.0	30.0	24.0
Median Salary 1982	21..	19.3	24.0	23.7	22.8	21.5
Your Average Salary						
22. Credit Manager						
Number of Plants	7	13	3	4	9	36
Average Number of Persons Responsible For	1	1	1	-	2	1
Lowest Salary	15.0	18.0	16.8	19.5	19.0	15.0
Highest Salary	30.0	46.8	30.0	38.0	45.0	46.8
Median Salary 1984	21.0	27.0	20.0	25.4	32.0	25.6
Median Salary 1982	19.2	18.8	18.3	13.8	26.9	21.2
Your Average Salary						
23. Manager-Electronic Data Processing						
Number of Plants	7	18	4	3	15	47
Average Number of Persons Responsible For	1	2	1	1	3	2
Lowest Salary	16.5	18.0	13.7	22.0	16.9	13.7
Highest Salary	37.0	43.3	40.0	42.0	60.0	60.0
Median Salary 1984	30.7	27.3	34.7	40.0	33.5	32.8
Median Salary 1982	28.1	26.1	26.2	31.0	30.6	27.8
Your Average Salary						
ENGINEERING						
24. Research & Development Dept Manager						
Number of Plants	3	16	9	4	17	49
Average Number of Persons Responsible For	2	6	6	8	4	6
Lowest Salary	54.6	20.3	16.0	26.0	22.6	16.0
Highest Salary	58.0	91.5	57.2	48.0	65.8	91.5
Median Salary 1984	55.0	42.1	30.7	33.0	47.1	45.5
Median Salary 1982	37.3	38.6	30.3	33.0	45.9	37.0
Your Average Salary						

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SALARY SURVEY NO. 14 - 1984 • PLASTICS PROCESSING COMPANIES

ALL SALES VOLUMES

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
25. Chief Engineer or Plant Engineer						
Number of Plants	17	38	13	7	12	87
Average Number of Persons Responsible For	4	4	7	3	4	4
Lowest Salary	18.0	21.3	27.0	28.0	27.9	18.0
Highest Salary	58.0	66.3	61.8	56.0	49.8	66.3
Median Salary 1984	36.4	36.8	38.9	50.0	38.0	37.6
Median Salary 1982	39.2	31.4	34.0	36.4	42.2	34.8
Your Average Salary						
26. Manufacturing Engineer Manager						
Number of Plants	9	22	4	4	9	48
Average Number of Persons Responsible For	2	5	9	3	5	5
Lowest Salary	24.0	27.9	20.0	35.0	29.9	20.0
Highest Salary	70.0	43.6	29.0	57.8	61.4	70.0
Median Salary 1984	32.5	37.5	25.0	42.0	38.0	36.0
Median Salary 1982	28.8	34.0	28.0	38.4	38.9	33.2
Your Average Salary						
27. Senior Engineer						
Number of Plants	9	30	4	5	6	54
Average Number of Persons Responsible For	1	1	1	-	2	1
Lowest Salary	20.0	19.4	34.5	13.0	32.0	13.0
Highest Salary	40.5	45.0	37.3	44.0	44.0	45.0
Median Salary 1984	31.8	33.0	35.0	32.0	34.0	33.6
Median Salary 1982	34.3	27.9	29.2	29.0	30.9	29.5
Your Average Salary						
28. Product Designer						
Number of Plants	5	22	5	1	8	41
Average Number of Persons Responsible For	-	-	1	-	1	-
Lowest Salary	22.0	16.0	27.8	30.0	21.3	16.0
Highest Salary	44.0	40.0	40.0	30.0	45.0	45.0
Median Salary 1984	26.5	30.0	30.0	30.0	32.5	30.0
Median Salary 1982	24.0	24.5	23.9	25.3	29.7	24.7
Your Average Salary						
29. Mold Designer						
Number of Plants	7	22	6	4	8	47
Average Number of Persons Responsible For	1	1	1	1	-	1
Lowest Salary	14.0	16.0	20.0	24.0	20.3	14.0
Highest Salary	40.0	40.0	41.2	40.0	36.3	41.2
Median Salary 1984	32.5	30.1	33.6	31.1	36.3	32.0
Median Salary 1982	26.5	30.0	30.1	28.7	32.1	29.5
Your Average Salary						
30. Estimator						
Number of Plants	8	23	7	3	8	49
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	14.0	15.5	14.6	17.2	20.0	14.0
Highest Salary	28.2	38.6	37.2	24.3	40.0	40.0
Median Salary 1984	21.8	23.8	23.6	24.0	25.8	23.8
Median Salary 1982	19.4	20.0	23.3	22.8	25.8	21.5
Your Average Salary						

ALL SALES VOLUMES

TITLE	REGION				DIVISION	NATIONAL
	Northeast	North Central	South	West		
PERSONNEL						
31. Personnel Manager						
Number of Plants	11	38	12	8	19	88
Average Number of Persons Responsible For	1	1	1	1	2	1
Lowest Salary	13.3	4.5	15.0	20.0	15.0	4.5
Highest Salary	45.0	50.0	38.4	35.0	67.3	67.3
Median Salary 1984	29.9	25.0	29.9	26.7	33.9	29.0
Median Salary 1982	26.0	23.5	29.7	25.2	33.7	26.5
Your Average Salary						
32. Office Manager						
Number of Plants	11	26	8	4	4	53
Average Number of Persons Responsible For	4	2	3	-	3	3
Lowest Salary	14.3	14.0	15.0	20.0	20.0	14.0
Highest Salary	52.1	38.0	34.5	24.0	33.0	52.1
Median Salary 1984	21.7	18.9	20.5	22.0	21.4	21.0
Median Salary 1982	18.5	18.8	16.9	18.0	20.3	18.7
Your Average Salary						
PURCHASING						
33. Purchasing Agent						
Number of Plants	13	44	13	8	18	96
Average Number of Persons Responsible For	1	1	2	-	1	1
Lowest Salary	18.5	16.0	20.0	22.8	19.2	16.0
Highest Salary	35.0	47.5	45.2	35.0	50.0	50.0
Median Salary 1984	26.0	28.0	26.7	27.5	33.1	28.0
Median Salary 1982	21.5	25.0	20.7	23.1	30.9	24.4
Your Average Salary						
34. Buyer						
Number of Plants	9	26	7	7	11	60
Average Number of Persons Responsible For	-	-	-	-	-	-
Lowest Salary	15.8	12.0	16.1	18.0	14.7	12.0
Highest Salary	30.3	29.2	26.4	30.0	28.9	30.3
Median Salary 1984	20.0	22.1	22.0	24.0	25.3	22.0
Median Salary 1982	18.2	19.8	19.7	26.8	21.5	20.0
Your Average Salary						

SALES POLICY
SECTION

TYPE OF SALES FORCE EMPLOYED

SALES VOLUME	TYPE OF SALES FORCE			PERCENTAGE OF COMPANY SALESMEN IN FIRMS WITH COMBINATION SALES FORCE								MEDIAN %
	Company Salesmen Only	Manufacturers Reps. or Sales Agents	Company Salesmen & Mfgs. Reps.	1-19.9	20-39.9	40-59.9	60-69.9	70-79.9	80-89.9	90-99.9	NA.	
Up to $1,000,000	6	4	3	-	-	-	1	-	-	2	-	90.0
$1,000,000 to $2,000,000	6	4	9	-	1	-	-	3	3	2	-	80.0
$2,000,000 to $5,000,000	8	6	37	1	2	3	2	7	10	11	1	80.0
$5,000,000 to $10,000,000	4	4	33	3	5	2	1	2	4	12	4	80.0
Over $10,000,000	15	4	43	5	3	3	5	8	7	8	4	75.0
TOTAL	39	22	125	9	11	8	9	20	24	35	11	80.0

METHOD OF PAYING SALESMEN

SALES VOLUME	METHOD OF SALESMEN COMPENSATION								
	Straight Salary	Straight Commission	Salary Plus Commission	Salary Plus Bonus	Salary Plus Commission Plus Bonus	Profit Sharing	Salary Plus Incentive	Draw Against Commission	N.A.
Up to $1,000,000	3	4	-	1	2	-	-	-	-
$1,000,000 to $2,000,000	6	7	2	6	-	-	-	-	-
$2,000,000 to $5,000,000	14	13	12	11	2	-	-	1	1
$5,000,000 to $10,000,000	11	10	13	11	3	-	-	-	-
Over $10,000,000	16	9	19	18	6	1	1	1	1
TOTAL	50	43	46	47	13	1	1	2	2

EXPENSES INCLUDED UNDER DIRECT SELLING COSTS

SALES VOLUME	EXPENSES INCLUDED IN DIRECT SELLING COSTS														
	Salesman Salaries	Commissions to Salesmen Agents, Reps	Travel & Entertainment	Telephone Expenses	Sales Administrative & Management Salaries	Order Handling & Customer Service	Advertising & Sales Promotion Expense	Royalties	Warranty Expense	Engineering	Bad Debts	Automobile Expense	Freight	% of Sales Expense	N.A.
Up to $,1000,000	3	6	9	3	2	1	7	-	-	-	-	1	-	-	-
$1,000,000 to $2,000,000	10	12	12	9	7	5	7	-	-	-	-	-	-	-	-
$2,000,000 to $5,000,000	31	44	42	26	27	13	36	4	1	4	-	1	-	-	-
$5,000,000 to $10,000,000	36	34	40	26	27	15	33	6	-	2	1	1	-	-	-
Over $10,000,000	54	52	56	48	39	27	48	8	1	4	-	-	1	1	1
TOTAL	134	148	159	112	102	61	131	18	2	10	1	3	1	1	1

MOVING EXPENSES POLICY

SALES VOLUME	PAY MOVING AND RELOCATION EXPENSES					
	Newly Hired Sales Personnel			Presently Employed		
	Yes	No	N.A.	Yes	No	N.A.
Up to $1,000,000	1	9	-	-	8	2
$1,000,000 to $2,000,000	4	13	2	2	12	5
$2,000,000 to $5,000,000	18	28	5	11	25	15
$5,000,000 to $10,000,000	20	11	9	11	14	15
Over $10,000,000	45	16	1	42	12	8
TOTAL	88	77	17	66	71	45

AUTOMOBILE OWNERSHIP POLICY

SALES VOLUME	AUTOMOBILES USED FOR COMPANY BUSINESS ARE							
	Company Owned	Company Leased	Combination Company Owned & Leased	Employee Owned	Combination Employee Owned & Leased	Company Employee Owned	Employee Owned or Company Leased	N.A.
Up to $1,000,000	3	1	-	3	-	2	1	-
$1,000,000 to $2,000,000	8	2	1	5	1	1	-	1
$2,000,000 to $5,000,000	22	8	8	12	-	1	1	-
$5,000,000 to $10,000,000	15	15	7	5	-	-	-	1
Over $10,000,000	19	23	10	4	5	1	4	-
TOTAL	67	49	26	29	6	5	6	2

EXPENSE ALLOWANCE POLICIES - AUTOMOTIVE

SALES VOLUME	REIMBURSE FOR AUTO EXPENSES			BASIS ON WHICH REIMBURSEMENT PAID															FLAT ALLOWANCE PER MONTH				COMBINATION		
					SINGLE RATE IN CENTS																				
	Yes	No	N.A.	Actual Expenses	08	17	18	185	188	19	20	205	21	215	22	225	25	30	N.A.	$150	$250	$300	$450	$225 + 14¢/mi.	$300 + 12¢	$310 + 6¢/mi.
Up to $1,000,000	9	1	-	4	-	-	-	-	-	-	3	-	-	-	-	-	1	-	1	-	-	-	-	-	-	-
$1,000,000 to $2,000,000	13	5	1	5	-	-	-	-	-	-	4	-	-	-	-	1	1	1	-	-	-	-	1	-	-	-
$2,000,000 to $5,000,000	39	9	3	21	1	1	-	-	1	-	4	4	1	-	1	-	-	-	1	1	1	1	-	1	-	-
$5,000,000 to $10,000,000	27	11	2	20	-	-	-	-	-	1	3	1	-	-	-	-	1	1	-	1	-	1	-	-	1	-
Over $10,000,000	49	11	2	31	1	3	1	1	-	-	1	3	-	1	-	-	1	-	-	-	-	-	-	-	-	1
TOTAL	137	37	8	81	2	4	1	1	1	1	22	7	1	1	1	1	4	2	2	2	1	2	1	1	1	1

EXPENSE ALLOWANCE POLICIES - AUTOMOTIVE

SALES VOLUME	Provide Company Car for Sales Manager			Allow Personal Use of Company Car			If Yes, Does Employee Pay Gas, Oil, etc.		
	Yes	No	N.A.	Yes	No	N.A.	Yes	No	N.A.
Up to $1,000,000	5	5	-	3	4	3	2	1	-
$1,000,000 to $2,000,000	11	6	2	11	5	3	6	5	-
$2,000,000 to $5,000,000	32	17	2	37	4	9	17	20	-
$5,000,000 to $10,000,000	30	9	1	32	6	2	20	12	-
Over $10,000,000	51	10	1	58	4	1	30	27	1
TOTAL	129	47	6	141	23	18	75	65	1

EXPENSE ALLOWANCE POLICIES - AUTOMOTIVE REIMBURSEMENT

SALES VOLUME	EMPLOYEES PAY FOR PERSONAL USE OF CAR			REIMBURSEMENT METHOD																		
	Yes	No	N.A.	Personal % Of Total Mileage	Small Fee	Monthly Fee	Daily Rate	Weekly Fee	Fixed Rate	Per Mile Charge	% of Mileage	Per Mile + Gas	Annual Assessment	Payroll Deduction	New IRS Regulations	% Of Monthly Costs	% of Weekly Salary	Formula	Extensive Personal Use	% of Lease Cost & Oper Expenses	Monthly Personal Miles Travelled	N.A.
Up to $1,000,000	1	6	3	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
$1,000,000 to $2,000,000	5	8	6	-	1	2	-	-	1	-	-	1	-	-	-	-	-	-	-	-	-	-
$2,000,000 to $5,000,000	13	20	12	1	-	1	-	-	-	1	1	-	4	1	-	-	-	-	1	-	1	1
$5,000,000 to $10,000,000	16	18	6	-	1	1	1	1	-	5	-	-	-	1	-	1	-	1	2	1	-	2
Over $10,000,000	37	22	3	-	-	5	-	2	1	11	1	-	1	1	3	1	1	2	1	-	1	6
TOTAL	72	80	30	2	2	9	1	3	2	17	2	1	4	3	3	2	1	3	4	1	2	9

FIELD SALES COSTS

SALES VOLUME	COST OF MAINTAINING A SALESMAN IN FIELD ON ANNUAL BASIS (in thousands of dollars)												MEDIAN COSTS
	1-4.9	5-9.9	10-14.9	15-19.9	20-24.9	25-29.9	30-39.9	40-49.9	50-59.9	60-69.9	70 & Over	N.A.	
Up to $1,000,000	1	1	1	-	-	-	-	-	-	-	-	7	6.0
$1,000,000 to $2,000,000	-	1	1	-	2	-	1	1	1	-	-	12	24.0
$2,000,000 to $5,000,000	1	3	6	8	2	2	2	1	4	1	-	21	15.5
$5,000,000 to $10,000,000	1	3	4	8	5	1	2	1	-	-	1	14	15.0
Over $10,000,000	1	3	11	6	7	4	6	5	1	4	-	14	22.0
TOTAL	4	11	23	22	16	7	11	8	6	5	1	68	15.7

TURNOVER RATE FOR SALESMEN

SALES VOLUME	TURNOVER RATE IN PERCENT								
	No Change	1-9.9	10-19.9	20-29.9	30-39.9	40-49.9	50-74.9	75 & Over	N.A.
Up to $1,000,000	9	-	-	-	-	-	-	-	1
$1,000,000 to $2,000,000	10	1	-	-	-	-	2	-	6
$2,000,000 to $5,000,000	32	-	1	3	2	-	1	3	9
$5,000,000 to $10,000,000	28	-	2	1	1	-	3	1	4
Over $10,000,000	33	4	9	5	5	-	1	2	3
TOTAL	112	5	12	9	8	-	7	6	23

MANUFACTURER'S
REPS
SECTION

TYPE OF CONTRACT

SALES VOLUME	WRITTEN CONTRACT?			TYPE OF WRITTEN CONTRACT												
	Yes	No	N.A.	Self-Perpetuating	Renewable Yearly	Renewable on Terms	Fixed Period	60 Day Notice	Cancel on Demand	Cancellation by Either Party	Restrictive Clauses	30 Day Notice	Long Term	Summary of Responsibilities Exceptions	Varies	N.A.
Up to $1,000,000	4	3	-	1	3	-	-	-	-	-	-	-	-	-	-	-
$1,000,000 to $2,000,000	9	7	-	8	-	1	-	-	-	-	-	-	-	-	-	-
$2,000,000 to $5,000,000	29	15	-	22	3	-	1	-	-	-	-	-	-	-	1	-
$5,000,000 to $10,000,000	19	17	-	14	1	-	-	1	1	-	1	-	-	-	-	-
Over $10,000,000	38	9	2	26	9	-	1	-		-	-	1	1	1	-	-
TOTAL	99	51	2	71	16	1	2	1	1	1	1	1	1	1	1	-

TERRITORY DEFINITION AND COMMISSION POLICIES

SALES VOLUME	WELL-DEFINED TERRITORIES			COMMISSION PAID FOR HOUSE ACCOUNTS IN TERRITORY		
	Yes	No	N.A.	Yes	No	N.A.
Up to $1,000,000	4	3	-	1	6	-
$1,000,000 to $2,000,000	10	6	-	3	13	-
$2,000,000 to $5,000,000	36	8	-	15	28	1
$5,000,000 to $10,000,000	28	8	-	10	25	1
Over $10,000,000	45	4	-	5	40	4
TOTAL	123	29	-	34	112	6

POLICY ON REPRESENTATION

SALES VOLUME	REPRESENT OTHER PLASTICS FIRMS			RESTRICTIONS ON MANUFACTURERS REPRESENTATIVES						
	Yes	No	NA	None	Non-Competitive	Different Products or Materials	Different Molding Process	New Accounts Only	Item Not Sold By Firm	N.A.
Up to $1,000,000	4	3	-	1	3	-	-	-	-	-
$1,000,000 to $2,000,000	9	7	-	-	4	3	1	-	-	1
$2,000,000 to $5,000,000	28	26	-	4	16	-	3	-	-	5
$5,000,000 to $10,000,000	20	15	1	3	6	2	2	1	-	8
Over $10,000,000	28	16	2	1	12	6	3	-	1	7
TOTAL	89	60	3	9	41	11	9	1	1	21

COMMISSION PAYMENT POLICY

SALES VOLUME	COMMISSIONS ARE PAID										N.A.
	Weekly	Bi-Weekly	Monthly	Quarterly	Semi-Annually	Annually	Upon Invoice Of Sale	Upon Payment Of Invoice	Within 10 Days Of Customer Payment	Receipt of Order	
Up to $1,000,000	-	-	5	1	-	1	-	-	-	-	-
$1,000,000 to $2,000,000	-	-	11	3	-	-	-	1	1	-	-
$2,000,000 to $5,000,000	1	-	37	3	1	-	1	1	-	-	-
$5,000,000 to $10,000,000	1	-	31	1	-	-	-	1	-	-	2
Over $10,000,000	-	2	42	2	-	1	1	1	-	1	-
TOTAL	2	2	126	10	1	2	2	4	1	1	2

BASIS FOR COMMISSION

SALES VOLUME	BASIS FOR COMMISSION CALCULATIONS						
	Sales Booked	Shipment of Orders	Invoicing of Order	Receipt of Customer Payment	Quota	Profit For Region	N.A.
Up to $1,000,000	-	-	3	4	-	-	-
$1,000,000 to $2,000,000	-	1	9	6	-	-	1
$2,000,000 to $5,000,000	-	6	18	20	-	-	-
$5,000,000 to $10,000,000	1	3	20	14	-	-	2
Over $10,000,000	1	7	24	16	1	1	-
TOTAL	2	17	74	60	1	1	3

TYPES OF COMMISSION PLANS

SALES VOLUME	TYPES OF PLANS FOR PLASTICS SALES								RATES FOR FLAT RATE OF COMMISSION (Percent)											
	Flat Rate No Expense Allowance	Flat Rate Plus Expense Allowance	Progressive Rate	Regressive Rate	Varying Rate by Product	Varying Rate by Account	% Of Plastic Product Sales	N.A.	1.0	2.5	3.0	4.0	5.0	6.0	7.0	7.5	8.0	10.0	15.0	N.A.
Up to $1,000,000	6	-	-	-	-	1	-	-	-	-	-	-	4	1	-	-	-	1	-	-
$1,000,000 to $2,000,000	10	-	-	-	2	3	-	1	-	-	-	-	6	1	-	1	-	2	-	-
$2,000,000 to $5,000,000	39	-	-	1	1	3	1	-	1	-	1	1	29	1	1	-	1	2	1	1
$5,000,000 to $10,000,000	19	-	1	2	7	5	-	2	-	1	-	-	14	1	2	1	-	-	-	1
Over $10,000,000	21	2	3	2	17	4	-	2	-	-	-	1	21	-	2	1	-	-	-	1
TOTAL	95	2	4	5	27	16	1	5	1	1	1	2	74	4	5	3	1	5	1	3

COMMISSION POLICY ON TOOLING, SET-UP AND RETURNS

SALES VOLUME	Commissions Paid on Tooling Sales			Commissions Paid on Set-Up Charges			Commissions Reduced For Returned Defective Items		
	Yes	No	N.A.	Yes	No	N.A.	Yes	No	N.A.
Up to $1,000,000	1	6	-	-	7	-	6	1	-
$1,000,000 to $2,000,000	3	12	1	3	12	1	12	2	2
$2,000,000 to $5,000,000	7	36	1	20	24	-	32	12	-
$5,000,000 to $10,000,000	1	31	4	9	24	3	30	4	2
Over $10,000,000	4	39	6	10	34	5	40	9	-
TOTAL	16	124	12	42	101	9	120	28	4

COMMISSION POLICY ON SPLIT SALES

SALES VOLUME	Between Different Manufacturers' Reps			Between Company Salesmen & Reps		
	Yes	No	N.A.	Yes	No	N.A.
Up to $1,000,000	1	6	-	-	7	-
$1,000,000 to $2,000,000	3	12	1	1	14	1
$2,000,000 to $5,000,000	11	32	1	4	39	1
$5,000,000 to $10,000,000	10	21	5	6	27	3
Over $10,000,000	17	27	5	8	33	8
TOTAL	42	98	12	19	120	13

POLICY ON CONTRACT TERMINATION

SALES VOLUME	May Contract be Terminated By Either Party			REQUIRED LENGTH OF TERMINATION NOTICE												
	Yes	No	N.A.	None	2 Weeks	30 Days Or 1 Month	60 Days	90 Days Or 3 Months	120 Days	180 Days or 6 Months	Written	Deficient Perform. Notice	Commissions Paid Up to 90 days	Commissions Paid Up to 1 year	Varies	N.A.
Up to $1,000,000	6	-	1	-	-	1	2	-	-	1	1	-	-	-	-	1
$1,000,000 to $2,000,000	12	1	3	1	-	5	2	-	1	-	1	-	-	1	1	-
$2,000,000 to $5,000,000	34	2	8	-	-	17	9	5	-	2	7	-	1	-	1	9
$5,000,000 to $10,000,000	31	1	4	1	1	11	5	5	-	1	5	-	1	1	2	9
Over $10,000,000	46	-	3	1	1	19	7	6	-	1	5	1	-	-	6	6
TOTAL	129	4	19	3	2	53	25	16	1	5	19	1	2	2	10	25

POLICY ON PAYMENT OF COMMISSIONS

SALES VOLUME	Commissions Paid On Orders Booked But Shipped After Termination				When Do Commissions Cease After Death of a Representative												
	Yes	No	Negotiable	N.A.	Immediately	After Shipment of Booked Orders	30 Days	90 Days	6 Months	1 Year	Period of 1-2 Years	End of Year	Continues To Agency	Payment Receipt All Booked Orders	Varies	No Policy	N.A.
Up to $1,000,000	3	3	-	1	2	2	-	-	-	-	-	-	-	-	-	1	2
$1,000,000 to $2,000,000	10	2	-	4	3	9	-	-	-	-	-	-	-	-	-	1	3
$2,000,000 to $5,000,000	27	13	-	4	7	26	1	-	-	-	1	-	-	-	-	1	8
$5,000,000 to $10,000,000	22	9	-	5	6	13	1	1	3	2	-	-	-	1	1	1	7
Over $10,000,000	34	10	2	3	10	23	-	-	-	1	-	1	3	1	2	3	5
TOTAL	96	37	2	17	28	73	2	1	3	3	1	1	3	2	3	7	26

LIST OF PARTICIPANTS

A

ABCO Plastics
Avon, CT 060001

Advance Thermoplastics
Grand Rapids, MI 49508

Advanced Custom Molders, Inc
Austin TX 78754

Aim Packaging, Inc.
Port Clinton, OH 43452

Allen Extruders, Inc.
Holland, MI 49423

Allstate Plastics, Inc.
South Amboy, NJ 08879

The Alpha Corp. of Tennessee
Collierville, TN 38017

Alphatech Molding Inc.
Devon, PA 19333

American Vinyl Co., Inc.
Hialeah, FL 33014

Americhem, Inc.
Cuyahoga Falls, OH 44221

Amoco Foam Products Co.
Atlanta, GA 30099

Amory Packaging Corp.
Clinton, MA 01510

Amotex Plastics of Maryland
Baltimore, MD 21230

Anchor Tool & Plastics Inc.
Minneapolis, MN 55427

Arjay Mfg. Co.
Bad Axe, MI 48413

Astrofoam Molding Co., Inc.
Chatsworth, CA 59131

Atlas Plastics Corp.
Cape Girardeau, MO 63701

B

Ball Unimark Plastics
Greenville, SC 29602

Bedford Plastics, Inc.
Worthington, MN 56187

Blako Industries, Inc.
Dunbridge, OH 43414

Bunnell Plastics Inc.
Mickleton, NJ 08056

Butler Mfg. Co.
Grandview, MO 64030

C

Cadillac Products, Inc.
Sterling Heights, MI 48077

Cardinal Fiberglass Ind.
Perth Amboy, NJ 08862

Cashiers Structural Foam
Cashiers, NC 28717

Central States Products Co.
St. Louis, MO 63132

CertainTeed Corp.
Valley Forge, PA 19482

Norton/Chemplast
Wayne, NJ 07470

Chili Plastics, Inc.
Rochester, NY 14624

Clairson Industries Corp.
Ocala, FL 32674

Colgate Plastics Corp.
Buffalo, NY 14220

Continental Plastics Inc.
Triadelphia, WV 26059

Conwed Corp.
St. Paul, MN 55101

Cowan Plastic Products Corp.
Providence, RI 02909

Crane Plastics Mfg.
Columbus, OH 43216

Creative Pultrusions
Alum Bank, PA 15521

Crosby Mfg. Co.
Crosby, MN 56441

Crown Fiberglass
Wooster, OH 44691

Custom Merchandise Corp.
Ridgefield, NJ 07657

Cyro Industries
Woodcliff Lake, NJ 07631

D

Dek, Inc.
St. Charles, IL 60174

Dimco-Gray Co.
Centerville, OH 45459

Dipak Mfg. Inc.
Westport, NY 12993

DiversiTech General
Marion, IN 46952

Tech Pak Inc.
Doval Division
Chelsea, MA 02150

Duriron Co., Inc.
MIP Division
Dayton, OH 45414

E

EPF Corp.
Elkhart, IN 46516

EGC Corp.
Houston, TX 77222

E.T.M. Plastics Inc.
Clayton, IN 46118

LIST OF PARTICIPANTS

Electro Foam Pkg. Corp.
Sallisaw, OK 74955

Electro-General Plastics Corp.
Cleveland, OH 44120

F

Fabri-Kal Corp.
Kalamazoo, MI 49001

Ferdon Plastics Inc.
Elgin, IL 60120

Ferguson Mfg.
Richmond, MO 64085

Fibercast Co.
Sand Springs, OK 74063

Fibergrate Corp.
Addison, TX 75244

Fleck Co., Inc.
Auburn, WA 98002

FormPac Corp.
Sandusky, OH 44870

FormTech
Stow, OH 44224

G

Gage Industries, Inc.
Lake Oswego, OR 97034

General Marble Corp.
Rancho Cucamonga, CA 91730

The Glastic Co.
Cleveland, OH 44121

Glenn Beall Engineering Inc.
Gurnee, IL 60031

Grant & Roth Plastics Inc.
Hillsboro, OR 97124

Grantham, Inc.
Fairport Harbor, OH 44077

Gruber Systems, Inc.
Valencia, CA 91355

H

Carl Gordon Inc.
Hammond Plastics Division
Worcester, MA 01610

Hartwell Special Products
Placentia, CA 92670

Hastings Reinforced Plastics Inc.
Hastings, IL 49058

Haysite Reinforced Plastics Co.
Erie, PA 16509

Hedwin Corp.
Baltimore, MD 21211

Highland Plastics, Inc.
Pasadena, CA 91103

Hoover Universal, Inc.
Manchester, MI 48158

Hopple Plastics Inc.
Florence, KY 41042

Huron Plastics Inc.
St. Clair, MI 48079

I

Impact Extrusions
Grand Prairie, TX 75051

Industrial Molding Corp.
Torrance, CA 90504

Ingress-Plastene
Crawfordsville, IN 47933

Integral Corp.
Dallas, TX 75223

ITT Thermotech Division
Hopkins, MN 55343

J

Jacobs Plastics, Inc.
Adrian, MI 49221

Jason Products Co.
Emeryville, CA 94608

Jet/Plastica Ind. Inc.
Hatfield, PA 19440

Jones & Hunt Inc.
Orwigsbarg, PA 17961

K

Kamco Plastics Inc.
Schaumburg, IL 60195

Kaysun Corporation
Manitowoc, WI 54220

Klockner Pentaplast of America
Gordonsville, VA 22942

Koch Engineering Co.
Marblehead, MA 01945

Koller Craft Plastics Prod. Inc.
Fenton, MO 63026

Koro Corp.
Hudson, MA 01749

L

L.B. Plastics Inc.
Mooresville, NC 28115

Landis Plastics Inc.
Chicago Ridge, IL 60415

Lauderdale Components Inc.
Ft. Lauderdale, FL 33309

Leigh Ind. Inc.
Jefferson, OH 44047

Leisure Technology
Chanhassen, MN 55317

Lenco Co.
Waverly, NE 68462

LIST OF PARTICIPANTS

Leon Plastics
Grand Rapics, MI 49501

Lexalite Int'l Corp.
Charlevoix, MI 49720

Linton Industries, Inc.
Dayton, OH 45459

Lord Corporation
Erie, PA 16514

Lunn Industries, Inc.
Wyandanch, NY 11798

M

Mankato Corp.
Mankato, MN 56001

Maryland Plastics Inc.
Federalsburg, MD 21632

Mastic Corp.
South Bend, IN 46624-0065

Mastic Inc.
London, Ontario
Canada N6N 1A9

Mather Co.
Milan, MI 48160

Medical Plastics Inc.
Santa Ana, CA 92705

Michigan Plastic Prods. Co.
Grand Haven, MI 49417

Micro Molding Co.
Ft. Worth, TX 76117

Molded Fiber Glass Co.'s
Ashtabula, OH 44004

Moldex, Inc.
Putnam, CT 06260

Moldtronics, Inc.
Downers Grove, IL 60515

Morrison Molded Fiber Glass Co.
Bristol, VA 24203

N

NPS Corp.
Perryville, MO 63775

National Plastics Corp.
Fort Wayne, IN 46825

P

Pacemaker Plastics
Dover, OH 44622

Pacific Allied Products
Ewa Beach, HI 96707

Paulisa, Inc.
Reno, NV 89513

Pawnee Plastics Inc.
Wichita, KS 67209

Pine River Plastics Inc.
St. Clair, MI 48079

Plano Molding Co.
Plano, IL 60545

Plastic Engineering Inc.
Oshtemo, MI 49077

Plastic Industries, Inc.
Athens, TN 37303

Plastic Ingenuity
Cross Plains, WI 53528

Plastics Research Corp.
Cerritos, CA 90701

Plastilite Corp.
Omaha, NE 68112

Plastimatic, Inc.
Norwood, NJ 07648

Plastofilm Industries, Inc.
Wheaton, IL 60463

Poly Foam Inc.
Lester Prairie, MN 55354

Poly Pipe Ind. Inc.
Gainesville, TX 76240

Polyfoam Packers Corp.
Wheeling, IL 60090

Polymer Conversions, Inc.
Buffalo, NY 14227

The Polymer Corp.
Reading, PA 19603

Portage Industries Corp.
Portage, WI 53901

Precision Southeast Inc.
Myrtle Beach, SC 29578

Preferred Plastics Inc.
Putnam, CT 06260

Premix, Inc.
N. Kingsville, OH 44068

Prent Corp.
Janesville, WI 53547

Productive Plastics, Inc.
Mt. Laurel, NJ 08054

Profile Extrusions Co.
Hastings, MN 55033

Profile Plastics Corp.
Northbrook, IL 60062

Progressive Plastics Inc.
Cleveland, OH 44135

Puget Corporation
Portland, OR 97221

Q

Quality Plastics Co., Inc.
Newberg, OR 97132

LIST OF PARTICIPANTS

R

R.P. Industries, Inc.
Richmond, VA 23235

Ray Products Co., Inc.
El Monte, CA 91734

Recto Molded Products, Inc.
Cincinnati, OH 45209

Regal Plastic Co.
Kansas City, MO 64127

Romeo Rim, Inc.
Romeo, MI 48065

Royce Plastic Molding Inc.
Indianapolis, IN 46226

S

Seaquist Plastics
Mukwonago, WI 53149

Shamrock Ind. Inc.
Minneapolis, MN 55411

Shaw Plastics Corp.
Berkeley Heights, NJ 07922

Sheller-Globe Inc.
Detroit, MI 48216

Shenandoah Plastics
Frederick, MD 21701

Snyder Industries, Inc.
Lincoln, NE 68504

Southern Plastic Mold, Inc.
Anaheim, CA 92806

Southern Plastics Co.
West Columbia, SC 29169

Spencer Plastic Products Corp.
Dale, IN 47523

Spir It Inc.
Wakefield, MA 01880

Spokane Plastics, Inc.
Spokane, WA 99216

Sunbeam Plastics Corp.
Evansville, IN 47711

Surf Chemical Inc.
Hacketstown, NJ 07840

T

Tech Marketing
Tempe, AZ 85281

Techform, Inc.
Mt. Airy, NC 27030

TechPlastics Inc.
West Chicago, IL 60185

Technology Products, Inc.
Longmont, CO 80501

Techway Ind. Inc.
Franklin, OH 45005

Tetra Plastics Inc.
Chesterfield, MO 63017

Therma Foam, Inc.
Ft. Worth, TX 76106

Thermo-Fab Corp.
Marlboro, MA 01752

Thermoset Plastics Inc.
Indianapolis, IN 46220

Bomatic Inc.
Totem Plastics
Ontario, CA 91761

Toyad Corp.
Latrobe, PA 15650

Trans Plastics, Inc.
Conneaut, OH 44030

U

UC Industries, Inc.
Parsippany, NJ 07554

V

Val Tec Inc.
Wood Dale, IL 60191-1202

Van Norman Molding Co.
Bridgeview, IL 60455

Variform Plastics, Inc.
Kearney, MO 64060

W

Web Plastics Co.
Richwood, OH 43344

Wess Plastic Molds Inc.
Farmingdale, NY 11735

Western Textile Prods. Inc.
Kirkwood, MO 63122

Westlake Plastics Co.
Lenni, PA 19052

Witt Plastics, Inc.
Greenville, OH 45331

WM Plastics Inc.
Arlington Heights, IL 60005

QUESTIONNAIRE DECEMBER, 1984

SALARY & SALES POLICY SURVEY NO. 14—1984 PLASTICS PROCESSING COMPANIES

CONFIDENTIAL

FOR PLASTICS PROCESSING COMPANIES ONLY

TO VOTING REPRESENTATIVES—U.S. MEMBER FIRMS

This is the questionnaire for the fourteenth Salary Survey for plastics processing companies which are either custom or proprietary firms engaged in compression and injection molding; extruding; reinforced plastics; or other methods of plastics processing.

Divisions are to be reported separately under the first set of columns.

This year, for the first time, we are incorporating questions relative to Sales Policies of plastics processing firms. This will be an attempt to update part of the information contained in the 1974 Sales Policy & Compensation Survey.

In addition, we are including a section for those plastics processing firms employing manufacturers' reps or sales agents.

Generally, the survey will cover the calendar year 1984 or closest fiscal year **(however, the most recent compensation levels should be reported, even if this means showing salaries as adjusted in early January, 1985).** The completed study will provide valuable guidelines for use in comparing your own salaries with those of other companies in the industry. Employees reported should be permanent, full-time employees. A complete list of descriptions for each of the salaried positions appears on pages 4 and 5. Please review these Job Titles and the Descriptions before attempting to complete this questionnaire.

Please return one copy of the questionnaire by January 11, 1985 to Dr. Ernest Kurnow, Professor of Business Statistics, Graduate School of Business Administration, New York University, 100 Trinity Place, New York 10006 in the pre-addressed envelope enclosed. To insure confidentiality DO NOT sign or list your company name on this questionnaire.

To receive a copy of the finished report it will be necessary for you to complete the enclosed "Report Mailing Card." Mail this card with your completed questionnaire to Dr. Kurnow.

Financial Management Committee
THE SOCIETY OF THE PLASTICS INDUSTRY, INC.
355 Lexington Avenue, New York, N.Y. 10017

SECTION II & III

Section II of this questionnaire, which follows, refers to select Sales Policies of SPI Plastics Processing Companies.

Section III is for SPI Plastics Processing Companies who employ Manufacturer's Representatives or Sales Agents.

Bóth sections have been included in this year's Salary Survey for purposes of updating this information, last done in 1974.

Please complete the applicable sections and return them together with Section I within the prescribed timetable.

SECTION I
SALARY SURVEY NO. 14—1984
PLASTICS PROCESSING COMPANIES

LIST OF SALARIED POSITION DESCRIPTIONS

The following is a list of salaried position descriptions prepared to assist you in identifying the particular positions presented in the questionnaire . While most of the descriptions are based upon actual descriptions used in processing plants, they are necessarily general since titles and duties tend to vary from company to company.

1. **GENERAL MANAGER (Excluding Owner-Manager of over 25% ownership)**
   Responsible for profitability of operations including manufacturing, financing, and marketing of assigned products. Coordinates with functional departments in the development, installation, and execution of specialized services to obtain objectives. Formulates, develops, and administers management activities in accordance with policies. (For the purposes of this survey, does **not** include general managers who are owners or part owners of proprietorships, partnerships of private corporations.)

2. **PLANT MANAGER**
   Formulates and executes plant policies, practices, and procedures. Directs production activities to meet sales objectives at maximum efficiency and minimum cost. Exercises general supervision and assumes responsibility for the effective administration of the plant. Works closely with functional and line managers in accomplishing plant objectives.

3. **PRODUCTION MANAGER/SUPERINTENDENT**
   Coordinates and plans production activities of the manufacturing plant, directs the work of the various production departments directly or through subordinate foremen. Authorizes the staffing of production and schedules production flow in accordance with cost, time, and specification estimates. Provides information on new production methods and equipment, wage rate problems, and need for maintenance of all plant machinery and equipment. Works closely with union representatives in settling employee grievances in accordance with union contract.

4. **GENERAL FOREMAN**
   Responsible for the efficient, safe, and profitable operation of his units and for advising and making recommendations to the Plant Manager. Directs production activities, interprets and executes production policies of the Plant Manager and directs this work through subordinate foremen. Locates and solves operating difficulties and renders technical advice to subordinates or superiors. Directs observance of safety precautions by operating personnel and personally directs production operations in emergencies.

5. **MANAGER OR PLANT OR INDUSTRIAL ENGINEER**
   Performs a variety of engineering work in planning and overseeing utilization of production facilities and personnel in department or other subdivisions of industrial establishments: plans equipment layout, work flow and accident prevention measures to maintain efficient and safe utilization of plant facilities. Plans and oversees work study and training programs to promote efficient man power utilization.

6. **TRAFFIC MANAGER AND/OR DISTRIBUTION MANAGER**
   Directs traffic activities of organization; formulates plans and procedures for transporting raw materials to production areas; and finished goods to customers, warehouses and storage locations. Analyzes transportation facilities and commodity classifications to determine most efficient and economical shipping rates and route; furnishes traffic data to other departments and customers. Also initiates investigations of shipping damages, delays, overcharges and insurance charges.

7. **QUALITY CONTROL MANAGER**
   Responsible for the planning and organizing of Quality Control functions. Establishes quality policies and procedures in accordance with accepted standards. Is competent in statistical analysis and process capabilities. Maintains the quality system. Is a key member of the General Staff, counsels and assists in the execution of these duties. Prepares and administers budget for the Quality Control organization.

8. **SUPERVISOR, QUALITY CONTROL**
   Responsible for the interpretation and enforcement of quality standards as established by the development division. Directs and instructs the various inspectors assigned to the processing and finishing sections. Analyzes complaints and rejections; determines the cause and initiates preventive measures. Orders special gauges and assists in the design of same. Checks plant rejects, die inspection reports, and approves the acceptance of all inserts and accessories.

9. **VICE PRESIDENT SALES/SALES MANAGER**
   Responsible for planning, organizing, directing and controlling the sales policies and programs of the company. Generally involves advertising, sales promotion, pricing, distribution, and related marketing activities. Responsible for overall staffing, developing, and motivating the sales force under his jurisdiction.

10. **ASSISTANT SALES MANAGER**
    Provides assistance and advice to the Sales Manager in planning and coordinating marketing policies and programs of the company. Works with the Sales Manager in the development of methods and procedures pertaining to sales personnel, sales development, sales administration, sales planning, and sales management. Engages in preparation and interpretation of market reports and statistics.

11. **REGIONAL/DISTRICT SALES MANAGER**
    Responsible for the sale of company products in a specified region, district or other geographical area. Supervises one or more salesmen and such branch sales office activities as may be required. May also select and develop dealers, distributors and customer representatives and, in some cases, may supervise warehousing or other distribution facilities.

12. **SENIOR SALESMAN**
    The highest organization line selling responsibilities. Has acquired complete familiarity with company's production, services and policies through several years' experience as a salesman with the company and specialized training as required. Generally assigned to accounts and territories of major importance.

13. **SALESMAN 5-10 YEARS**

14. **SALESMAN 3-5 YEARS**

15. **SALESMAN 1-3 YEARS**

16. **SALES TRAINEE**
    Sales personnel in training and not yet considered qualified to handle the full range of sales responsibilities for specific accounts and territories.

17. **CUSTOMER SERVICE MANAGER**
    Works for salesman and sales management, acting as liaison between customers and company. Primarily responsible for insuring that customers receive the best sales service possible through processing of orders, general correspondence and coordination with other company functions such as purchasing, production, engineering or shipping. May supervise one or more people in support of sales effort. In some organizations he may act as chief contact for customer regarding orders.

SECTION I
SALARY SURVEY NO. 14
PLASTICS PROCESSING COMPANIES
QUESTIONNAIRE (1984)

(Confidential)

ANNUAL SALES VOLUME THIS DIVISION

Up to $1,000,000 ☐
$1,000,000 to $2,000,000 ☐
$2,000,000 to $5,000,000 ☐
$5,000,000 to $10,000,000 ☐
Over $10,000,000 ☐

ANNUAL SALES VOLUME THIS

Up to $1,000,0
$1,000,000 to $2,000,0
$2,000,000 to $5,000,0
$5,000,000 to $10,000,0
Over $10,000,0

Check attached for description of these positions.	Division Location City & State _____			Plant Location City & State _____		
	No. of persons holding position	No. of persons responsible for	CURRENT AVERAGE ANNUAL SALARY (Excl. bonuses, commissions, etc.	No. of persons holding position	No. of persons responsible for	CURRENT ANNUAL (Excl. b commiss
MANUFACTURING						
1. General Manager (excluding Owner-Manager of over 25% ownership)						
2. Plant Manager						
3. Production Manager, Superintendent						
4. General Foreman						
5. Manager/Plant or Industrial Engineer						
6. Traffic Manager and/or Distribution Manager						
7. Manager, Quality Control						
8. Supervisor, Quality Control						
MARKETING						
9. Vice President Sales/Sales Manager						
10. Assistant Sales Manager						
11. Regional/District Sales Manager						
12. Senior Salesman						
13. Salesman 5-10 Years						
14. Salesman 3-5 Years						
15. Salesman 1-3 Years						
16. Sales Trainee						
17. Customer Service Manager						
FINANCE AND ADMINISTRATIVE						
18. Treasurer						
19. Controller or Accounting Manager						
20. Accountant—Cost Supervisor						
21. Accountant—General Supervisor						
22. Credit Manager						
23. Manager—Electronic Data Processing						
ENGINEERING						
24. Research & Development Department Manager						
25. Chief Engineer or Plant Engineer						
26. Manufacturing Engineering Manager						
27. Senior Engineer						
28. Product Designer						
29. Mold Designer						
30. Estimator						
PERSONNEL						
31. Personnel Manager						
32. Office Manager						
PURCHASING						
33. Purchasing Agent (Manager of Purchases)						
34. Buyer						

Does your company pay bonuses? ☐ **Yes** ☐ **No**

If yes, on what basis? _____

Please list any other salaried positions you feel should be included in this and future surveys. _____

	ANNUAL SALES VOLUME THIS PLANT			ANNUAL SALES VOLUME THIS PLANT			ANNUAL SALES VOLUME THIS PLANT		
	Up to $1,000,000 ☐ $1,000,000 to $2,000,000 ☐ $2,000,000 to $5,000,000 ☐ $5,000,000 to $10,000,000 ☐ Over $10,000,000 ☐			Up to $1,000,000 ☐ $1,000,000 to $2,000,000 ☐ $2,000,000 to $5,000,000 ☐ $5,000,000 to $10,000,000 ☐ Over $10,000,000 ☐			Up to $1,000,000 ☐ $1,000,000 to $2,000,000 ☐ $2,000,000 to $5,000,000 ☐ $5,000,000 to $10,000,000 ☐ Over $10,000,000 ☐		
	Plant Location City & State _____			Plant Location City & State _____			Plant Location City & State _____		
	No. of persons holding position	No. of persons responsible for	CURRENT AVERAGE ANNUAL SALARY (Excl. bonuses, commissions, etc.	No. of persons holding position	No. of persons responsible for	CURRENT AVERAGE ANNUAL SALARY (Excl. bonuses, commissions, etc.	No. of persons holding position	No. of persons responsible for	CURRENT AVERAGE ANNUAL SALARY (Excl. bonuses, commissions, etc.

18. **TREASURER**
Responsible for developing and directing the operation of policies, procedures, plans and programs governing all financial matters in the company, and for advising and making recommendations to the President or General Manager in the determination of overall company objectives and policies wherever financial considerations are involved.

19. **CONTROLLER OR ACCOUNTING MANAGER**
Responsible for the development and maintenance of procedures for the financial control of the plant and for safeguarding of assets, accounting activities, profit-planning activities: preparation and interpretation of regular and special financial and statistical reports; determination of costs and directing any other assigned financial activities of the plant.

20. **ACCOUNTANT—COST SUPERVISOR**
Applies principles of accounting to install and maintain systems for providing details of cost data not ordinarily supplied by accounting systems. Plans, sets-up, and directs costs findings regarding raw material, direct labor and overhead items. Provides management with reports for decision making; such as pricing and product line performance.

21. **ACCOUNTANT—GENERAL SUPERVISOR**
Applies principles of accounting to install and maintain general accounting system. Provides records of assets and liabilities and all financial transactions. Responsible for the preparation of income statements and balance sheets issued periodically.

22. **CREDIT MANAGER**
Manages credit and collection policies of the company. Devises systems for recording and using credit information received from all sources. Analyzes and/or authorizes the granting of credit to customers; effects ultimate collection of accounts receivable. Surveys and analyzes the various economic factors affecting the credit indices of the industries served. Prepares periodic reports for management on the current status of accounts receivable.

23. **MANAGER—ELECTRONIC DATA PROCESSING**
Directs and coordinates planning and production activities of electronic data processing unit. Interprets policies, purposes and goals of an organization to subordinates. Consults with management to define boundaries and priorities of tentative projects, discuss equipment acquisition, determine specific information requirements of management, and allocate operating time of computer systems. May include managing of systems and programming functions.

24. **RESEARCH AND DEVELOPMENT DEPARTMENT MANAGER**
Directs research studies in the development of new products and manufacturing methods in line with company objectives and policies. Is uaually in charge of specialized testing and analytical services and of test methods and service on standards. Responsible generally to top management.

25. **CHIEF ENGINEER OR PLANT ENGINEER**
Directs the design, construction and maintenance of equipment, machinery and buildings in the plant. Establishes standards and policies for testing, operating procedures, inspection and maintenance of equipment in accordance with engineering principles and safety regulations, and supervises directly or through subordinates, the maintenance of plant buildings. Provides technical consultation service where necessary.

26. **MANUFACTURING ENGINEERING MANAGER**
Directs the activities of tooling engineers, mold designers, secondary machinery engineers, cost estimators and other related disciplines. Works closely with sales and management on tooling and cost reduction requirements.

27. **SENIOR ENGINEER**
Responsible generally to the Chief Engineer for performing engineering staff assignments to improve plant operating efficiency, involving inspection, trouble-shooting, and design alteration. Also performs engineering assignments related to maintenance and construction projects for plant buildings and grounds. Investigates assigned problems and recommends courses of action. Job assignments are primarily concerned with process and mechanical problems and projects.

28. **PRODUCT DESIGNER**
Creates designs for products to be produced by the company from plastic materials. Investigates the practicability of designs in relation to limitations of plant manufacturing equipment, cost, availability of new equipment, probable selling price, general utility, and industry specifications. Gives advice on construction, manufacture, materials, and processes. Experiments with existing machinery to improve design and keeps abreast of engineering progress.

29. **MOLD DESIGNER**
Designs the mold based on customer requirements, giving special consideration to the type of equipment to be used. May also be responsible for developing mold cost quotations.

30. **ESTIMATOR**
Develops part cost estimates from blueprints, samples, or molds. Selects material best suited for application, calculates amount of material required, determines mold capacity, type of mold, machine cycle time, and finishing operations. May also be responsible for developing mold cost quotations.

31. **PERSONNEL MANAGER**
Formulates and administers policies affecting management's relationships with its employees on an individual basis, such as staffing, developing, and motivating the work force. Performs audit and review of personnel activities and conducts periodic research to detrmine the effectiveness of these policies and to provide areas for improvement. In the absence of a Labor Relations manager, he generally adminsiters the union contract.

32. **OFFICE MANAGER**
Responsible for the supervision of the clerical staff of the business office. Coordinates all office service activities required for the efficient operation of the company. Develops plans and programs for the maximum utilization of service and equipment.

33. **PURCHASING AGENT (MANAGER OF PURCHASES)**
Responsible for overall direction and coordination of those functions relating to outside and inter-plant purchases. This involves raw material purchases as well as the procurement of component parts, equipment, maintenance supplies, office supplies, and so forth.

34. **BUYER**
Secures generally raw materials, components, packaging materials, office equipment, printing, stationery supplies, machinery and services for a produiction complex. Executes releases on blanket orders placed by Central Purchasing and purchases other items directly under specified limits or requisitions them from Central Purchasing. Sells and disposes of scrap, salvage and obsolete items.

SECTION II

SALES POLICY SURVEY
PLASTICS PROCESSING COMPANIES

TYPE OF SALES ORGANIZATION

1. What type of sales force does your company employ?
   - ☐ Company Salesmen Only
   - ☐ Manufacturer's Reps or Sales Agents Only
   - ☐ Company Salesmen and Manufacturer's Reps or Sales Agents

2. If your firm employs both, company salesmen and manufacturer's reps or sales agents, what percentage of your plastics business is done through your own sales force? _____ %

METHOD OF PAYING SALESMEN

3. What method of compensation does your company use:
   - ☐ Straight Salary
   - ☐ Straight Commission
   - ☐ Salary plus Commission
   - ☐ Salary plus Bonus
   - ☐ Salary plus Commission and Bonus
   - ☐ Other (briefly explain) _____

DIRECT SELLING COSTS

4. Which of the folowing expenses do you include under Direct Selling Cost:
   - ☐ Salesmen's Salaries
   - ☐ Commissions to Salesmen, Agents, Representatives
   - ☐ Travel and Entertainment Expenses
   - ☐ Telephone Expenses
   - ☐ Sales Administration and Management Salaries and Expenses
   - ☐ Order Handling and Customer Service
   - ☐ Advertising and Sales Promotion Expense
   - ☐ Royalties
   - ☐ Engineering
   - ☐ Other (describe) _____

EXPENSE ALLOWANCES

Moving Expenses:

5. Do you pay relocation and moving expenses for:
   Newly hired sales personnel ☐ Yes ☐ No
   Presently employed sales personnel ☐ Yes ☐ No

Automotive Expenses:

6. The automobiles used for company business are:
   - ☐ Company owned cars
   - ☐ Company leased cars
   - ☐ Combination of company owned and leased
   - ☐ Employee owned cars
   - ☐ Combination of employee owned and leased
   - ☐ Company and employee owned
   - ☐ Employee owned or company leased

7a. Do you reimburse sales personnel for automobile expenses? ☐ Yes ☐ No

7b. If yes, on what basis?
   - ☐ Actual expenses incurred
   - ☐ Single rate mileage allowance of _____ cents per mile
   - ☐ Graduated mileage allowance
   - ☐ Flat allowance of $_____ per _____ (day, week, month, year)
   - ☐ Combination of flat allowance of $ _____ each _____ (day, week, month, year) plus _____ cents per mile

8. Do you provide a company car for the Sales Manager? ☐ Yes ☐ No

9a. Do you allow sales personnel, driving company owned or leased cars to use their car for personal use? ☐ Yes ☐ No

9b. If yes, does employee pay for gas, oil and other expenses? ☐ Yes ☐ No

10a. Do you charge employee for personal use of company car? ☐ Yes ☐ No

10b. If yes, how? (briefly describe) _____

Cost of maintaining salesmen in field

11. In 1984, what was your estimate of the average cost per year, per salesman, of maintaining salesmen in the field? (include hotel, meals, travel, telephone, entertainment and auto expenses, etc. Do not include salaries, commissions, bonus or fringe benefits). $_____.

TURNOVER

12. "Turnover" is defined as the number of salesmen hired to replace other salesmen who quit, or were terminated, divided by the normal staffing. (Example: If the normal number of salesmen was 7 and one person quit during the year, turnover is 1/7 or 15%).

    What was your turnover of salesmen in 1984?
    _____ %.

SECTION III
FOR COMPANIES WHO EMPLOY MANUFACTURERS' REPRESENTATIVES OR SALES AGENTS

If your company employs manufacturers' reps or sales agents in the sale of plastics products, please answer the following questions:

CONTRACT AND COMMISSION

13a. Do you have a written contract with your manufacturers' representatives ☐ Yes ☐ No

13b. If yes, what type of contract is it?
- ☐ Self-perpetuating
- ☐ Renewable Yearly
- ☐ Other (Describe) _____

14. Do you have well-defined territories for each representative? ☐ Yes ☐ No

15. Where there are "House Accounts" within the representatives assigned territory, does he receive commission for sales made thereto? ☐ Yes ☐ No

16a. Are your Manufacturers' representatives permitted to represent other Plastics firms at the same time he represents you? ☐ Yes ☐ No

16b. If yes, what, if any, restrictions do you place on the Manufacturer's Representative?

_____

17. How frequently are commissions paid?
- ☐ Weekly
- ☐ Bi-Weekly
- ☐ Monthly
- ☐ Quarterly
- ☐ Other (Specify) _____

18. On what basis are commissions calculated?
- ☐ Sales Booked
- ☐ Shipment of Order
- ☐ Invoicing of Order
- ☐ Receipt of Customer payment
- ☐ Other (Describe) _____

19. What commission plan do you use?
- ☐ Flat rate for all plastics products sales with no allowances for expenses.
- ☐ Flat rate for all plastics products sales plus allowance for expenses
- ☐ Progressive rate for all plastics products sales (Rate increases as sales increase)
- ☐ Regressive rate for all plastics products sales (Rate decreases as sales increase)
- ☐ Varying rate based upon product or product groups.
- ☐ Varying rate by type of account.
- ☐ Other (Describe) _____

20. If flat rate of commission, what is the usual rate? _____ %

21. Are commissions paid on sales of tooling? ☐ Yes ☐ No

22. Are commissions paid on set-up charges? ☐ Yes ☐ No

23. Are commissions reduced for products returned as defective? ☐ Yes ☐ No

24. Do you have a formal provision in your contract for split sales credit between different manufacturers' reps? ☐ Yes ☐ No

25. Do you have a formal provision in your contract for split sales credit between your company salesmen and reps? ☐ Yes ☐ No

TERMINATION PROVISIONS

26. May contract be terminated by either party? ☐ Yes ☐ No

27. How much termination notice is required? (Briefly explain) _____

28. Are commissions paid on orders booked during period of termination notice but shipped after terminating? ☐ Yes ☐ No

29. In the event of death of a representative, do commissions cease:
- ☐ Immediately
- ☐ After shipment of all booked orders
- ☐ Other (Explain) _____